Redwater
DOWNTOWN PLAN

October, 1988

Edmonton Metropolitan Regional Planning Commission
General Planning Branch

EDMONTON METROPOLITAN REGIONAL PLANNING COMMISSION
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R.G. Madziya, M.A., M.C.I.P.
EXECUTIVE DIRECTOR

YOUR FILE .....

1243-5
OUR FILE .....

December 13, 1988

Mayor Brian Brigden and Council
Town of Redwater
Box 397
Redwater, Alberta
T0A 2W0

Dear Mayor Brigden and Council

Re: Redwater Downtown Plan

I am pleased to present the Redwater Downtown Plan, as prepared by the staff of the Edmonton Metropolitan Regional Planning Commission. As a policies and action document, the Plan covers a wide range of concerns related to Downtown development and improvement - role, land use, circulation and parking, utility servicing, urban design, organization, business development, promotion and implementation. The Plan has been prepared to provide some direction and assistance to the Town, the business community and citizens so that the Downtown area may realize its full potential as the heart of community.

Considerable assistance and input into the Downtown Plan was received from a number of groups and individuals - the Mayor and members of Town Council, the Chairman and members of the Downtown Plan Committee, interested citizens and businessmen, and the Town's Administration. With the continuing support of all of these groups, it is hoped that the Downtown will strengthen and enhance its role as the centre of the community.

I trust that the Redwater Downtown Plan will serve as a useful planning and reference document and that it will assist Council and the community in furthering Downtown development.

Yours truly

R. G. Madziya, M.C.I.P.
Executive Director

JM/dl

Enclosure

TOWN OF REDWATER

BY-LAW NO. 541

DOWNTOWN PLAN

A by-law to designate the Central Area of the Town of Redwater in the Province of Alberta as a Redevelopment Area and to adopt the Downtown Plan

WHEREAS Sections 65 and 67 of the Planning Act, R.S.A. 1980, authorize a Council to implement an area redevelopment plan;

WHEREAS The Council of the Town of Redwater deems it necessary and desirable to plan for the future of the downtown Redwater;

NOW THEREFORE The Municipal Council of the Town of Redwater, duly assembled, hereby enacts as follows:

1. This By-law shall be cited as the Redwater Downtown Plan.
2. The Downtown as outlined on the map attached as Map 3, Study Area, is designated as a redevelopment area pursuant to Section 65(a) of the Planning Act.
3. The text that is attached is adopted as the Redwater Downtown Plan pursuant to Section 65(b) of the Planning Act.

Read a first time this 20th day of September, 1988.

Read a second time this 4th day of October, 1988.

Read a third time and finally passed this 4th day of October, 1988.

MAYOR

MUNICIPAL ADMINISTRATOR

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ACKNOWLEDGEMENTS

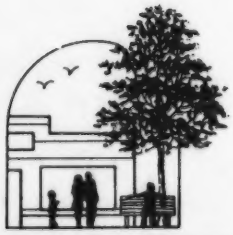
The Redwater Downtown Plan is the result of the efforts and contributions of a number of individuals, groups, organizations and officials in the Town of Redwater. These include:

The Downtown Plan Committee, chaired by Mr. D. Krauskopf
Mayor B. Brigden and Town Council
K. Miller, Town Manager
Chamber of Commerce, Merchants, Citizens

Edmonton Metropolitan Regional Planning Commission staff undertook the preparation of the background information and co-ordinated the technical aspects of work on the Downtown Plan. The project personnel and other major contributors include:

R.G.Madziya	Executive Director
E.L. Dmytruk	Manager, General Planning Branch
B. Fricson	Planner
J. Mackie	Planner
P. Wankiewicz	Planner
C. Skoda	Economist
G. Willis	Information Systems Technologist
R. Martin	Chief Draftsman
D. Riehl	Drafting Technologist
A. Zepeda	Drafting Technologist
M. Dawson	Word Processor
M. Sereda	Word Processor
D. Lall	Word Processor
W. Fletcher	Printer

Valuable comments and suggestions were also provided by other Commission staff members.



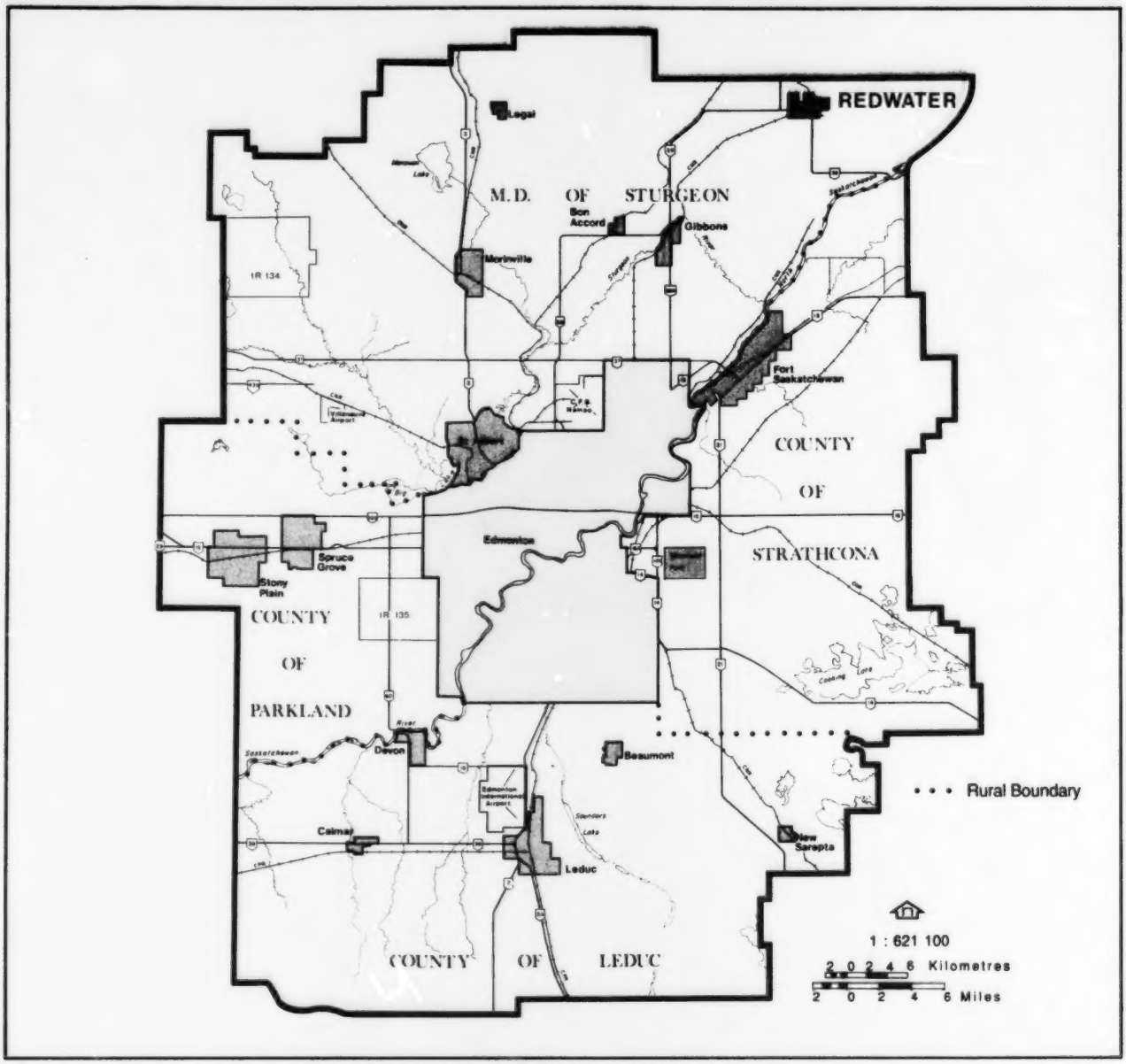
Part I
INTRODUCTION

I. INTRODUCTION

1.0 OVERVIEW

The Town of Redwater is located in the northeast part of the Municipal District of Sturgeon, approximately 75 kilometers (46 miles) from the City of Edmonton. Redwater is served by two provincial highways, Highway 28 and Highway 38. Highway 38 becomes 48th Avenue within the Town boundaries and connects directly with Highway 28 one kilometre to the west of the Town (Map 1 - Regional Location).

Prior to World War II, Redwater was primarily an agricultural service and supply centre. After the War, with the discovery of oil in 1948, oilfield service and related industrial functions were important factors in the Town's population growth and economic development. More recently, additional industrial diversification in the surrounding region has further enhanced Redwater's growth and well-being.

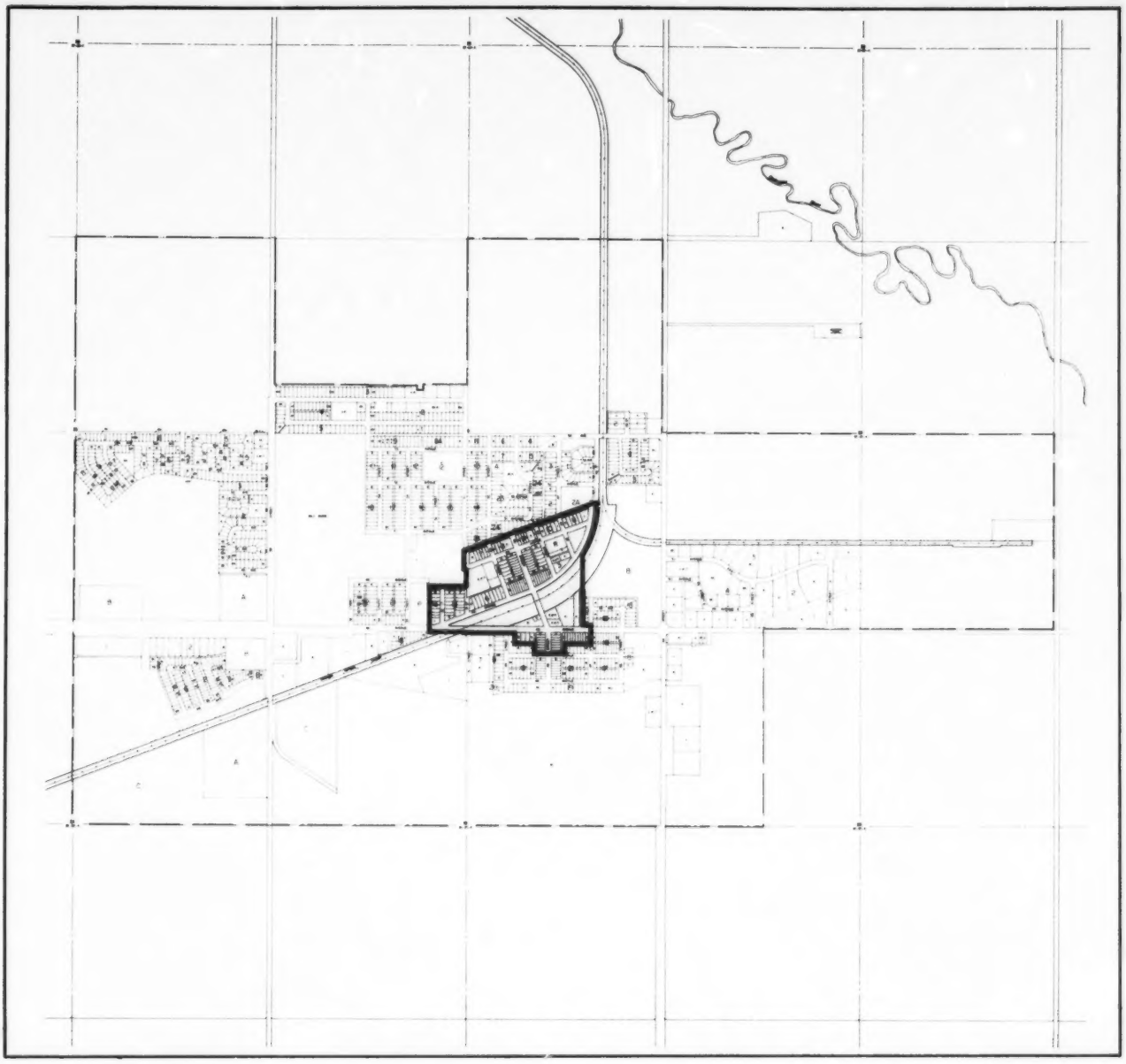


REGIONAL SETTING

Edmonton Metropolitan Regional Planning Commission

The 1987 Municipal Census established the population of the Town of Redwater at 2024. In the three five-year periods between 1966 and 1981, the population increased at an annual average of between 3 and 5.3 percent. In the six year period, 1981 to 1987, the average annual rate of population growth declined to 0.75 percent. The period of highest and most rapid growth was between 1976 and 1981. From an evaluation of regional trends and the development potential of the Region's municipalities, the Town's population is projected to increase to between 2270 and 2510 residents by the year 2001. This is an average annual growth rate of between 0.82 and 1.55 percent.

Because of its location in the north-east corner of the Edmonton Metropolitan Region, Redwater has more retail and service commercial establishments, as well as recreational, educational and institutional facilities, than most communities of its size. The Downtown is well-established and well-defined even though it covers a relatively wide area (Map 2 - Location of the Downtown Area). It is bounded by those properties which face on to 50th Avenue on the north, 47th Street/49th Avenue on the east, 48th Avenue/47th Avenue on the south and 52nd Street on the west (Map 3 - Study Area).



LOCATION OF THE DOWNTOWN

Edmonton Metropolitan Regional Planning Commission

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Redwater DOWNTOWN PLAN

Map 3

The Canadian National Railway Company owns a significant amount of land within the downtown area which separates the north and south parts of the business district. Also of note, is Highway 38 (48 Avenue), which divides the south business district into north end south areas.

Redwater has sufficient land designated for commercial use for the foreseeable future. Downtown revitalization should focus on infilling, redeveloping and unifying within this area so that it might evolve as "a vibrant and prosperous marketplace - where neighbours meet".

2.0 PURPOSE OF THE PLAN

The Plan identifies and addresses a number of planning and design issues within the Downtown and provides a framework for encouraging, promoting and guiding development and redevelopment. It is a Plan which will reflect Council's statement of intent regarding downtown renewal and revitalization in Redwater. It also provides sufficient flexibility in order to accommodate the interests and desires of both the private and public sectors in providing new and innovative forms of development.

The Purpose of the Downtown Plan is to:

1. maintain and enhance the Downtown as the business, social and cultural focus of Redwater.

2. provide for the orderly development of land within the Downtown; achieve orderly, efficient and appropriate patterns of land use; and, ensure that development and redevelopment will be of the highest quality.

3. strengthen the commercial function of the Downtown and encourage the development of a full range of commercial activities to satisfy the needs and desires of the community.

4. improve the appearance and aesthetics of the Downtown and create a distinctive character which reflects the heritage of the Town.

5. provide sufficient and convenient parking, and minimize pedestrian and vehicular conflicts.

6. identify and facilitate mechanisms for all groups and individuals with an interest in the Downtown to participate in the ongoing planning and development of the Downtown.

7. recommend actions for the implementation of the Downtown Plan.

3.0 PROCESS

The legislative authority for the preparation and adoption of an area redevelopment plan, in this instance a Downtown Plan, is outlined in the Planning Act, R.S.A. 1980 under Sections 65, 66 and 67. These sections describe how a Council may, by by-law, designate an area of a municipality as a redevelopment area for the purpose of carrying out land and/or building improvements, as well as undertaking improvements to roadways, public utilities or other services in the area.

The Town of Redwater General Municipal Plan (G.M.P.), prepared in July, 1982 with the assistance of the Edmonton Metropolitan Regional Planning Commission, identifies a number of issues and concerns in the Downtown area. These include the role of the Downtown, beautification, non-conforming uses, parking and the availability of commercial land. Although it contains goals and policies designed to support the viability of the Downtown, the G.M.P. does not address in detail many of the issues associated with the specific needs of the Downtown. Because of the importance of the Downtown and its unique place within the community, it is necessary to develop more detailed policies and actions.

In order to reflect a cross-section of the community's interests, Council appointed the Redwater Downtown Committee to work with staff of the E.M.R.P.C. The Committee consisted of two members of Council, a representative from the administration and several representatives from the public and the business community. The Committee met regularly from November 1986 to June, 1988 and provided valuable assistance in the planning process.

A Downtown Business Survey was conducted at the outset of the process to determine the views of the business community. Details of this survey are contained in a background report. Other background reports which were prepared for the project covered such topics as Land Use; Urban Design; Vehicular and Pedestrian Circulation; Commercial Floor Space and Land Requirement Projections - 1987-2001; Population Projections for the Town of Redwater - 1987-2001; Utility Servicing; and Organization, Business Development and Promotion. These background reports may be consulted by those desiring more detailed information and rationale for the policies and actions of this Plan.

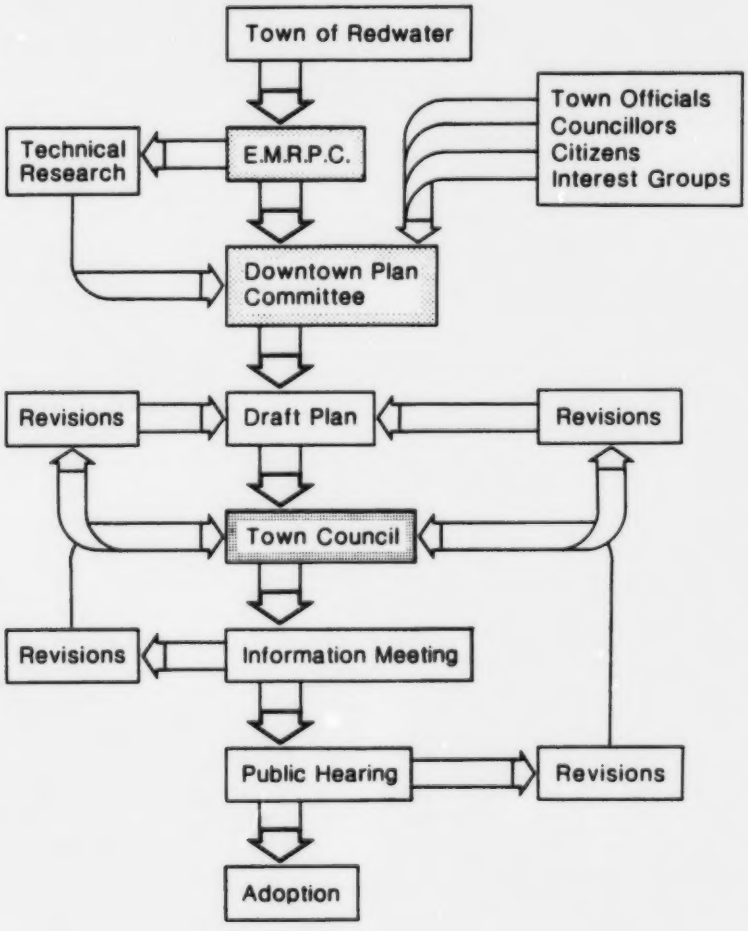


FIGURE 1: DOWNTOWN PLAN PROCESS

4.0 FORMAT

The Redwater Downtown Plan is a policy and action document which directs the future development of the Downtown. Four goals and a series of objectives have been developed to define the overall strategy. Seven topic areas, or Plan Components, were identified as key areas of investigation. Each Section in Part IV of the Plan consists of a brief introduction, followed by Policies and Actions. Policies are statements of direction agreed upon by decision-makers, while actions represent specific activities which can be undertaken to implement policies.

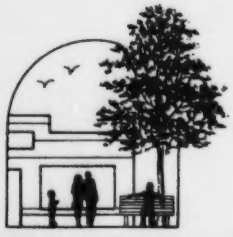
As the Plan is a municipal document, developed and implemented by Council, the policies and actions begin with the words "The Council" or "The Town". It is recognized, however, that it is not always Council's prerogative or responsibility to carry out a particular activity and in such instances Council encourages, or works with, other groups or individuals involved in the implementation of the Plan. The Council of the Town of Redwater shall determine the meaning of a term or policy in any instance of confusion or disagreement on interpretation. In interpreting the Plan, the Town strives to apply the policies with a degree of discretion and common sense, recognizing unique local situations and the intent of the objectives and policies.

In interpreting the policies, the following shall apply:

(a) "shall", when used in the Plan, means that the policy must be applied;

(b) "should" denotes a recommended course of action which can be varied, providing the overall intent of the policy is maintained;

(c) "will" denotes an intent to undertake action, subject to further study or fulfillment of certain criteria.



Part II
GOALS AND OBJECTIVES

II. GOALS AND OBJECTIVES

A goal is a long-term statement of a desired condition or future state. The goals in this plan are an expression of the community's vision of the future. As a result of discussions with the Downtown Plan Committee, the business community, Town Council and Town residents, Redwater's vision of the future of its downtown may be expressed as:

"A VIBRANT AND PROSPEROUS MARKETPLACE,
WHERE NEIGHBOURS MEET."

To achieve this vision a number of goals have been developed. They are based upon a consideration of the issues, needs, desires and aspirations of the residents of Redwater and set the framework from which the objectives, policies and actions may be structured.

The long-term goals for the Town of Redwater Downtown may be stated as follows:

1. TO RETAIN THE DOWNTOWN AS THE BUSINESS, SOCIAL, INSTITUTIONAL AND ENTERTAINMENT CENTRE OF THE TOWN AND THE SURROUNDING AREA.

2. TO PRESERVE THE DOWNTOWN AS A COHESIVE RETAIL CORE AND AS A CENTRE OF CONTINUING BUSINESS INVESTMENT AND ECONOMIC GROWTH.

3. TO AFFIRM THE DOWNTOWN'S IMAGE AS A FRIENDLY, CONVENIENT AND ATTRACTIVE PLACE TO SHOP.

4. TO MAINTAIN THE DOWNTOWN AS AN AREA OF CO-OPERATIVE ECONOMIC ACTIVITY AND GROWTH.

Several issues must be addressed in order to attain the aforementioned goals for Downtown Redwater. These issues represent existing problems or unexploited opportunities which hinder or prevent the community from fully realizing its potential; the issues are "obstacles to success" which must be overcome.

Objectives have been formulated for the goals and for each issue. These objectives have evolved form the goals and issues and are feasible, achievable and measurable ends. The detailed policies and actions which follow in Part IV will, in turn, be the implementation vehicles which will guide the Town of Redwater in creating a Downtown which is "a place where neighbours meet" and "a vibrant and prosperous market place".

LAND USE

The historical development pattern of the Downtown has resulted in a fragmented retail core, land uses, and a significant amount of vacant or undeveloped property. It is an objective of the Town:

(a) to integrate the physically, functionally and visually separate areas of the Downtown into a cohesive commercial core.

(b) to accommodate future downtown growth in a logical and well-planned manner.

CIRCULATION AND PARKING

The existing vehicular network is generally adequate within the Downtown area. However, there are a few specific problem areas and little has been done to encourage pedestrian access to, and circulation within, the Downtown. It is an objective of the Town:

(c) to continue to provide for the safe and efficient movement of vehicles to and within the downtown area.

(d) to encourage better pedestrian movement to and within the Downtown area.

UTILITY SERVICING

Redwater's existing sewage treatment and disposal facilities are adequate for the present time however, they will have to be upgraded in the future to accommodate both Downtown and community growth. Also, future downtown development may require the upgrading and expansion of the stormwater drainage system. It is an objective of the Town:

(e) to upgrade the existing sewage treatment and disposal facilities in order to accommodate future growth demands.

(f) to improve and expand the remaining components of the utility infrastructure, to meet demands, as required.

URBAN DESIGN

Like most downtowns, Redwater's commercial area contains a variety of old and new buildings, each with its own building facade, window and door treatment and functional and/or decorative features. The appearance of Redwater's Downtown, while not unpleasant, may be characterized as rather ordinary and dated. A programme of streetscape improvement is needed to create a more pleasant and attractive shopping environment. It is an objective of the Town:

(g) to develop the Downtown through private and public improvement projects, into a visually attractive and appealing environment for shoppers, workers and visitors.

(h) to enhance the special character and unique identity of the Downtown area.

ORGANIZATION

To date, local merchants have been reluctant to participate in Downtown affairs. This may be due, in part, to the lack of an organizational structure to direct Downtown revitalization on a comprehensive and co-ordinated basis. A specific program is required to outline projects and priorities and to generate momentum in the Downtown revitalization process. It is an objective of the Town:

(i) to encourage active and enthusiastic participation by the business sector in downtown revitalization endeavours.

(j) to achieve the best results possible in downtown redevelopment through co-operation and the efficient use and management of people and resources.

BUSINESS DEVELOPMENT

Redwater's business community is stable and gradually expanding. However, the Town's proximity to Edmonton tends to inhibit the economic growth of the Downtown and its ability to attract new business investment. An active business recruitment and marketing plan is needed to maintain and expand the Town's share of the local market. It is an objective of the Town:

(k) to capture a larger proportion of the trade area market.

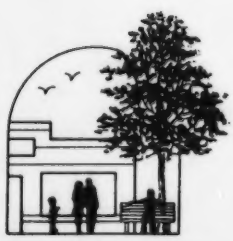
(l) to support the retention and expansion of existing businesses while encouraging new developments and investment in the Downtown.

PROMOTION

A few special events and seasonal activities occur in the Downtown. However, an active and co-ordinated promotional campaign is needed to make the Downtown the centre of the community's social, recreational, cultural and business activity. In addition, the tourism potential is not being realized since many people are unaware of the activities and services available in the Town. It is therefore an objective of the Town:

(m) to promote, locally and regionally, the Downtown and its business community through a well-planned marketing program.

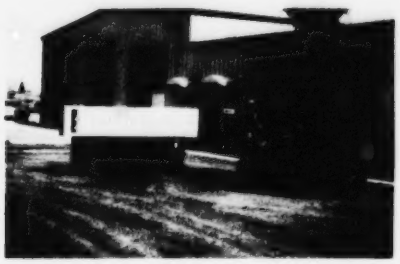
(n) to initiate a campaign aimed at increasing the Town's share of the area's tourism potential.



Part III
ROLE OF THE DOWNTOWN

III. ROLE OF THE DOWNTOWN

Traditionally, the Downtown area has been the centre of community growth, development and change. Its distinctiveness evolves from its multi-functional purpose, as many different activities come together to provide a focus for the whole community. The concentration and association of these different functions - business, commercial, service, civic, religious, educational, leisure, institutional, cultural - within a relatively small geographical area help the Downtown to maintain its well-defined and unique character within the wider community.



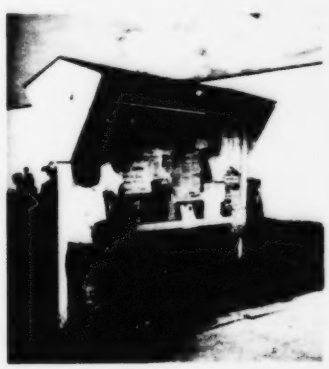
Over time communities do change. Sometimes this change is very sudden and dramatic, while at other times it may evolve more slowly over an extended period, as has been the situation in Redwater. The Downtown area of the community must also change if it is to accommodate new and different attitudes, ideas and circumstances. In order to maintain and reinforce its identity, role and position as the centre of the community, Downtown Redwater must continue to be the symbol for change and progress in the community. It must remain a viable, functional and attractive destination for citizens and visitors and present a clear and positive identity.

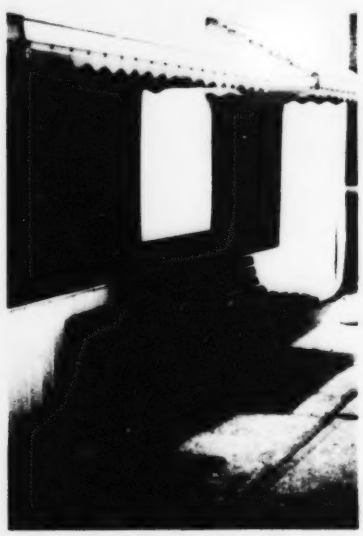
Redwater's Downtown is relatively concentrated within the total community framework, yet it offers the shopper a diverse range of goods, services and activities. This diversity is important not only for attracting people, but also in retaining their loyalty. To this end, Redwater needs to build upon its existing downtown base by improving existing business establishments, by taking new initiatives (group and individual) to promote the Downtown and its merchants, and by cultivating a character and atmosphere which will attract a loyal clientele. By taking advantage of what already exists, the position of the Downtown within the community and its market area can be reasserted and strengthened.

In order to further enhance the Town's diversity and create a self-sufficient community, it is necessary to attract additional retail, commercial and service activities. Regardless of whether such enterprises compete with existing businesses or offer new services, they will further enhance and solidify the role and function of the Downtown area. The establishment of additional businesses can benefit everyone by increasing the flow of people into the area and by attracting new customers.

The Downtown must also be more than just an agglomeration of retail structures offering goods and services. Although this function is of primary importance, the Plan envisions the Downtown as having a broader role by contributing to the cultural and social well-being of Redwater. Therefore, it is of utmost importance for the business community and government bodies to provide an environment which will be conducive to this goal.

The development of a "people oriented" downtown environment occurs slowly, and often imperceptibly. It involves the development of a pleasant and interesting physical environment which will attract people to the Downtown and, most importantly, encourage them to return. A pleasant physical environment also implies a pleasant social environment - a place where one might linger, talk, read a book, watch the movement of people, or enjoy a performance. These types of events, in a proper setting, attract people, all of whom may be potential customers.





The Downtown plays a multi-faceted role in the life and development of the community. In order that its potential be developed and realized to the greatest degree, it is necessary to integrate and co-ordinate these various aspects into a cohesive strategy. Downtown Redwater has many of the elements necessary to fulfill its role within the local community as well as the wider regional community. Once this role has been defined and accepted, and the strengths and weaknesses addressed, it then becomes a matter of the Town actively pursuing the vision and goals for the Downtown through the policies and actions which follow.

Part IV
PLAN COMPONENTS

IV. PLAN COMPONENTS

1.0 INTRODUCTION

This part of the plan presents the recommended policies for Downtown Redwater and a program of actions to implement the goals and objectives contained in Part II. Some of these policies are long term while others are intermediate and short term in nature.

These policies and actions will provide guidance to Town Council, the Town Administration, the business community and various public agencies concerned with Downtown improvement. They can serve to co-ordinate planning, decision making and development in order that the Downtown area becomes the place envisioned in the goals and objectives statements of the Plan.

The Redwater Downtown Plan consists of a series of inter-related component elements: a future land use concept, suggestions for enhancing the Town's image and appearance, recommendations for maintaining or improving the vehicular and pedestrian system, utility servicing, organizational structure, business development and promotion. Because these component parts are linked to each other, to lesser or greater degrees, it is important to realize that the policies and actions must work together in harmony in order to achieve the desired ends.

FIGURE 2: PLAN COMPONENTS

2.0 LAND USE

2.1 Introduction

Downtown Redwater provides a wide range of goods, services, and activities relative to a community of its size. The variety of land uses - retail, service commercial, residential, semi-public, light industrial, open space - help to characterize the Downtown as a distinctive place within the wider community. The existing land use pattern, which has evolved over a number of years, provides a basis which will influence and direct future decision making in the Downtown Area. Map 4, Existing Land Use, details the current land use pattern in the Downtown.

Map 5 illustrates the Future Land Use Concept based upon five relatively distinct sub-areas or functional units located within the Downtown:

Area 1: Commercial - Central Business District

Area 2: Commercial - Vehicle Oriented District

Area 3: Commercial - Mixed Use District

Area 4: Residential - Mixed Use District

Area 5: Highway Commercial/Industrial Business District

It is intended that these areas develop and maintain their individual purpose, distinctiveness and character, yet remain an integral part of the greater Downtown environment (Figure 3).

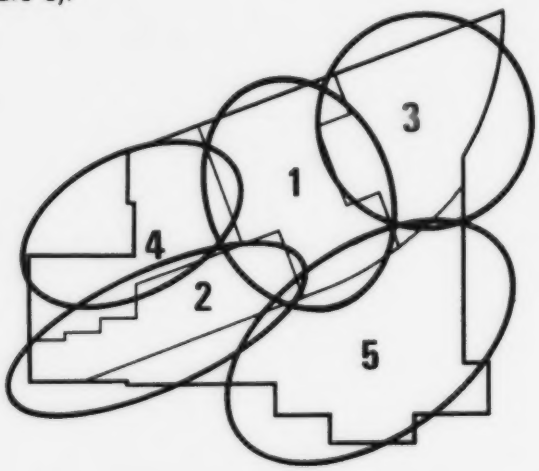
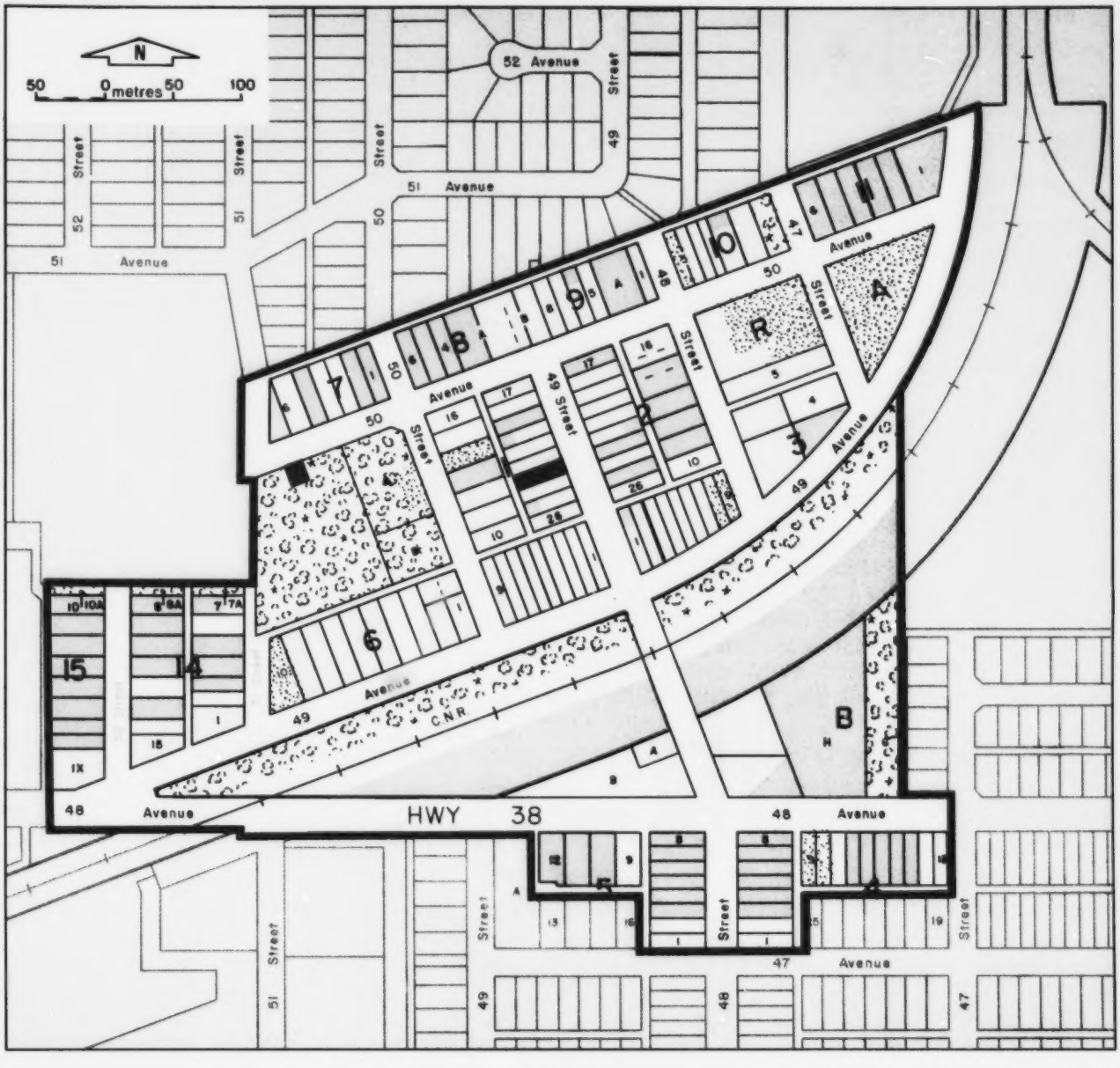


FIGURE 3: INTERRELATIONSHIP OF FUNCTIONAL AREAS



EXISTING LAND USE

- Residential (Single Family)
- Residential (Multi- family)
- Commercial
- Public / Semi-Public
- Parks / Open Space
- Utilities
- Industrial
- Vacant Land

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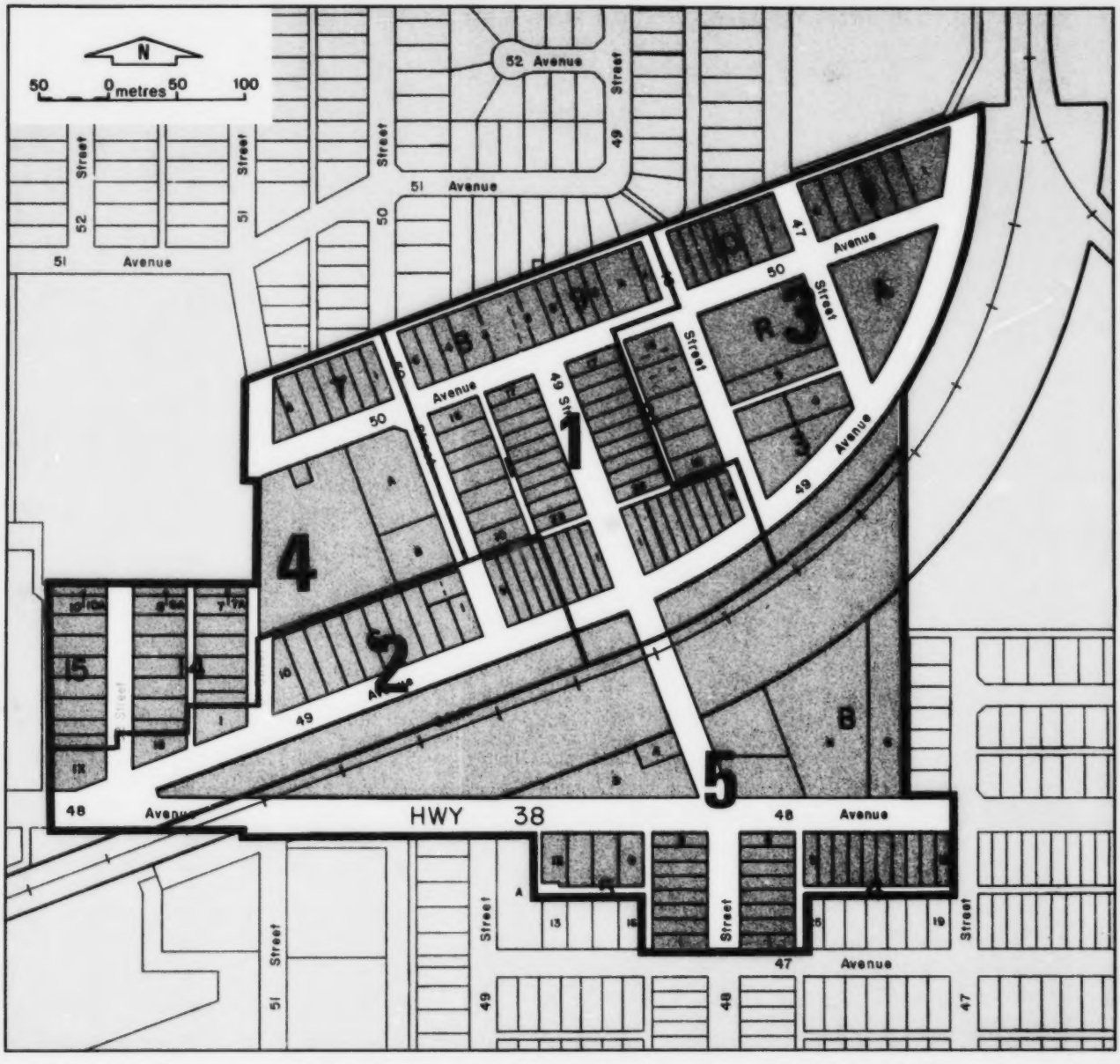


FUTURE LAND USE CONCEPT

- Commercial-Central Business District
- Commercial-Vehicle Oriented District
- Commercial-Mixed Use District
- Residential-Mixed Use District
- Highway Commercial-Industrial Business District

Edmonton Metropolitan Regional Planning Commission

2.2 Policies

Area 1 - The Commercial - Central Business District is the business centre of Town and encompasses those lands fronting on 49th Street north of the railroad tracks, the property north of 50th Avenue between 48th Street and 50th Street and a portion of land east of 50th Street (Figure 4). Retail and service commercial uses are predominant in this area and it is the intent of the Town to preserve, strengthen and expand these activities by encouraging nonconforming uses to relocate to more suitable locations and by encouraging the business community to develop vacant properties and renovate or demolish older buildings.

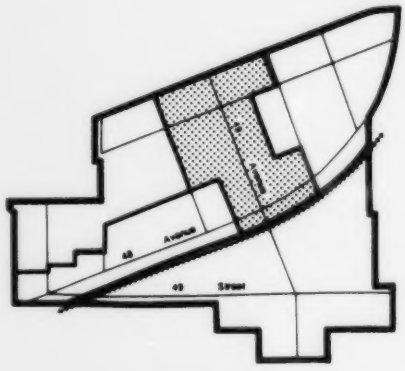


FIGURE 4

2.2.1 The Town shall ensure that, in the long term, commercial uses shall predominate in the Central Business District.

2.2.2 The Town shall support the continued concentration of commercial uses along 49th Street.

2.2.3 The Town shall encourage the infilling of vacant property and the replacement or rehabilitation of old or obsolete buildings.

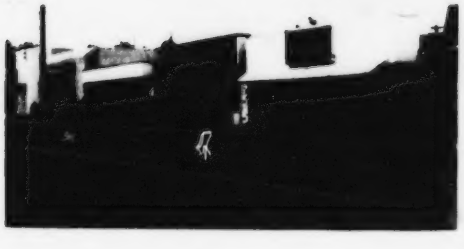
2.2.4 In the short to medium term, the Town shall promote the expansion and redevelopment of the Central Business District along 50th Avenue, between 48th Street and 50th Street.

2.2.5 In the longer term, the Town shall promote the expansion of the Central Business District into the area east of 50th Street, between 50th Avenue and the lane north of 49th Avenue.

2.2.6 The Town shall promote the infilling of the north-west corner of 49th Street and 49th Avenue, the entranceway to the main retail area of Downtown, with an appropriate commercial anchor.

2.2.7 The Town shall promote the redevelopment of the open space area north of the Canadian National Railway tracks as an important entranceway into the Downtown commercial area and as a civic cultural/recreational focal point for the whole community.

2.2.8 Council should consider developing temporary mini-parks or activity nodes on vacant parcels of land.



Area 2 - The Commercial - Vehicle Oriented District comprises a development corridor aligned along 49th Avenue, between 49th Street and 53rd Street (Figure 5). The land is presently utilized for office commercial, retail, service, institutional and open space purposes. Also, there are a number of vacant lots where infill may occur and there is the possibility of redevelopment of some properties at higher densities. It is intended to provide an area for a wide range of compatible developments which are not normally found in the central area but which are closely related to such activities. They may take advantage of the visibility, accessibility and proximity to major roadways and the Town and the Town entrance. These developments would include, but not be restricted to, uses such as service stations, strip mall shopping centres, convenience stores, repair shops, automobile sales outlets, and drive-in restaurants. In addition, appropriate primary commercial, secondary commercial and institutional uses could be located in this district.

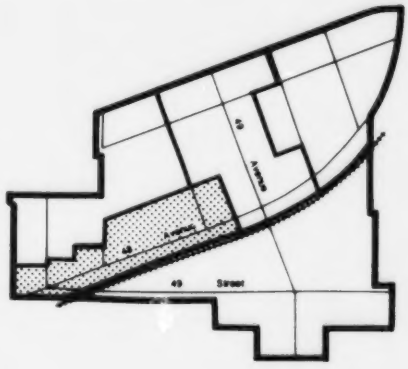
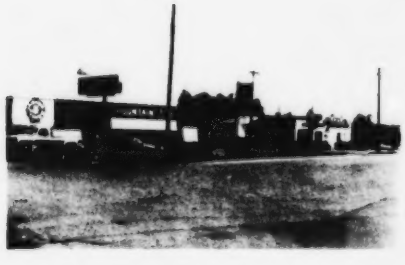


FIGURE 5

2.2.9 The Town shall encourage the development and redevelopment of land to uses which cater to vehicular traffic.

2.2.10 The Town shall ensure that the part of the Vehicle Oriented District which abuts the Central Business District be developed in a manner such that there is a smooth transition between the two areas.

2.2.11 The Town shall promote and encourage the development of complimentary open space uses on the railway lands to the south of 49th Avenue.



Area 3 - The Commercial - Mixed Use District is located immediately east of the Central Business District and presently contains a variety of land uses: commercial, public/semi-public, residential and light industrial (Figure 6). No major change in the land use pattern is planned for this area however, it is the intent of the Town to allow a broad range of uses which will supplement and/or compliment existing development. Land uses which may be appropriate in this district would include primary commercial (retail outlets, entertainment facilities, professional services, offices, eating establishments) public services, and secondary commercial such as retail lumber yards, vehicle/equipment dealerships, repair shops and wholesale and distribution businesses.

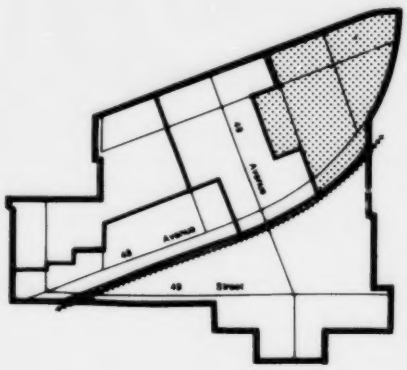


FIGURE 6

2.2.12 The Town shall support the continued concentration of commercial uses between 48th Street and 47th Street, south of 50th Avenue.

2.2.13 The Town shall promote the redevelopment of the Redwater Plaza (south of 50th Avenue between 47th Street and 48th Street) as a commercial/civic centre and as a major focal point within the Commercial - Mixed Use area.

2.2.14 The Town shall permit secondary commercial and industrial business uses to locate east of 47th Street.

Area 4 - The Residential - Mixed Use District comprises that part of the downtown west of the Commercial - Central Business District (Figure 7). Although residential land uses predominate, there are also school grounds, open park spaces, institutional and commercial uses. This is a transitional area which is gradually changing from residential to non-residential land uses. However, because of its established residential character and because commercial land is available in the other four functional districts, it is intended that this area be retained primarily for residential purposes in the foreseeable future. In the very long term the Town owned property west of 50th Street could be developed with complimentary primary commercial land uses as an extension of the Central Business District.

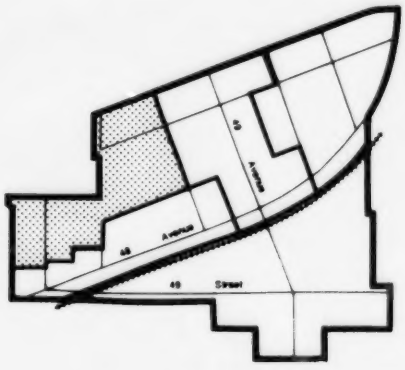


FIGURE 7

2.2.15 The Town shall limit non-residential development in established residential areas.

2.2.16 The Town shall endeavour, for the foreseeable future, to maintain the area north of 49th Avenue, between 51st Street and 53rd Street, for residential uses.

2.2.17 Over the long term, and depending upon demand, the Town may encourage the redevelopment of the land immediately west of 50th Street as an extension of the Central Business District.

Area 5 - The Highway Commercial/ Industrial Business District is composed of a development area south of the Canadian National Railway land and is centered on Highway 38 (48th Avenue) as an east-west axis and 49th Street as a north-south axis (Figure 8). This area presently contains a mixture of light industrial, commercial, institutional and residential land uses. There is also considerable amount of vacant and under-utilized land which could be further developed. The intent of the Town is to allow a wide range of compatible development to occur in this area in recognition of the advantages afforded by its access to the major roadways as well as its proximity to the Central Business District. The types of land uses which may be allowed include primary commercial (retail outlets, offices, restaurants), secondary commercial (lumber yards, equipment dealers, repair shops, distribution businesses), industrial business (equipment rentals, office support services, contractor services), vehicle oriented commercial (gas bars, drive-in restaurants, convenience stores), and institutional.

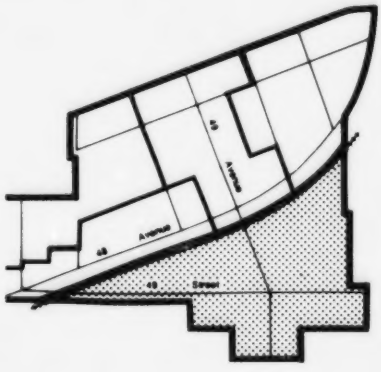
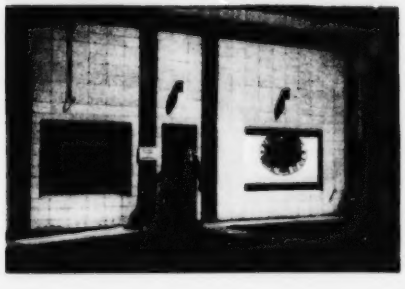


FIGURE 8

2.2.18 The Town shall encourage the redevelopment and intensification of highway commercial/industrial business land uses.

2.2.19 The Town shall encourage the development of the Canadian National Railway lands south of the tracks for commercial and industrial business activities.

2.2.20 The Town shall encourage the expansion of highway commercial development south of Highway 38 (48th Avenue) from 47th Street to 49th Street in the medium to long term planning horizon.



General Land Use Policies

2.2.21 The Town shall encourage non-conforming and inappropriate uses to relocate to more suitable locations.

2.2.22 The Town shall endeavour to protect established residential neighbourhoods, on the periphery of commercial areas, from the premature intrusion of incompatible land uses and any negative impacts associated with non-residential development.

2.3 Action

2.3.1 Council will review the Land Use By-law and all regulations, procedures and practices governing the development of land in the Downtown area in order to ensure that this area evolves in accordance with the policies and intent of the Downtown Plan.

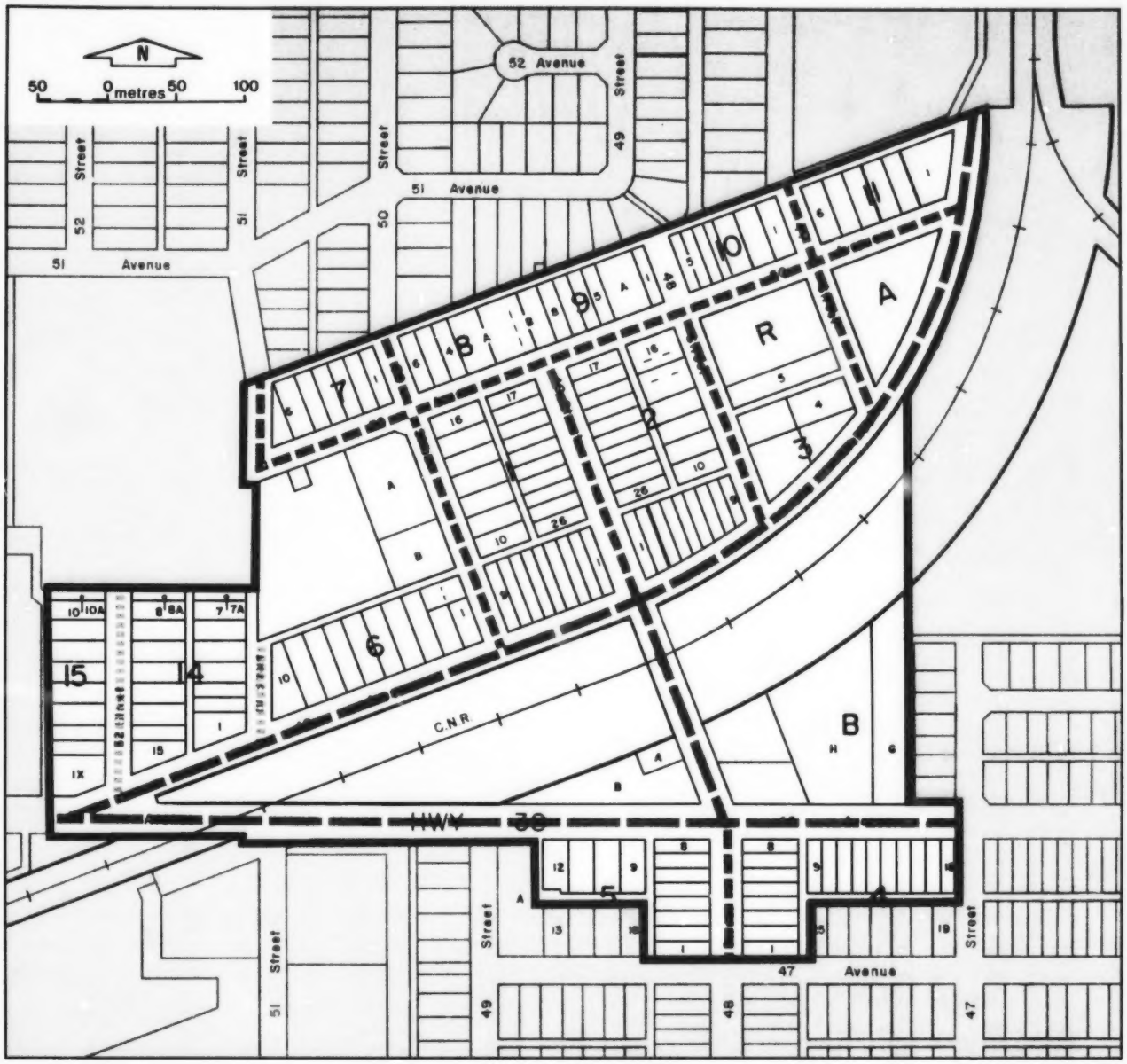
3.0 CIRCULATION AND PARKING

The downtown transportation system must be safe, adequately serve all existing and proposed land uses in the Downtown and allow efficient traffic and pedestrian movement to and within the Downtown area. People and vehicles in the Downtown add movement, color and interest - elements which encourage use of the downtown's facilities and services.

The existing Downtown roadway network is, for the most part, a grid system based on local feeders and collectors that distribute traffic to the Town's arterial roadways (Map 6 - Existing Roadway Hierarchy). The system provides convenient access to all parts of the Downtown as well as the surrounding residential areas. A review of the road network function, combined with actual field observation, indicates that there are no current road network deficiencies. A transportation study completed for the town in 1981 indicated that, although trips generated by Town residents would increase over the next few years, the present road system could adequately accommodate all projected traffic volumes.

PARKING

Downtown area roads were recently resurfaced and line markings clearly indicate the location of parallel and angle parking. With the exception of peak use period congestion and some customer/employee parking problems, parking space is, readily available and conveniently located throughout the Downtown.



EXISTING ROADWAY HIERARCHY

Arterial

Collector

Local

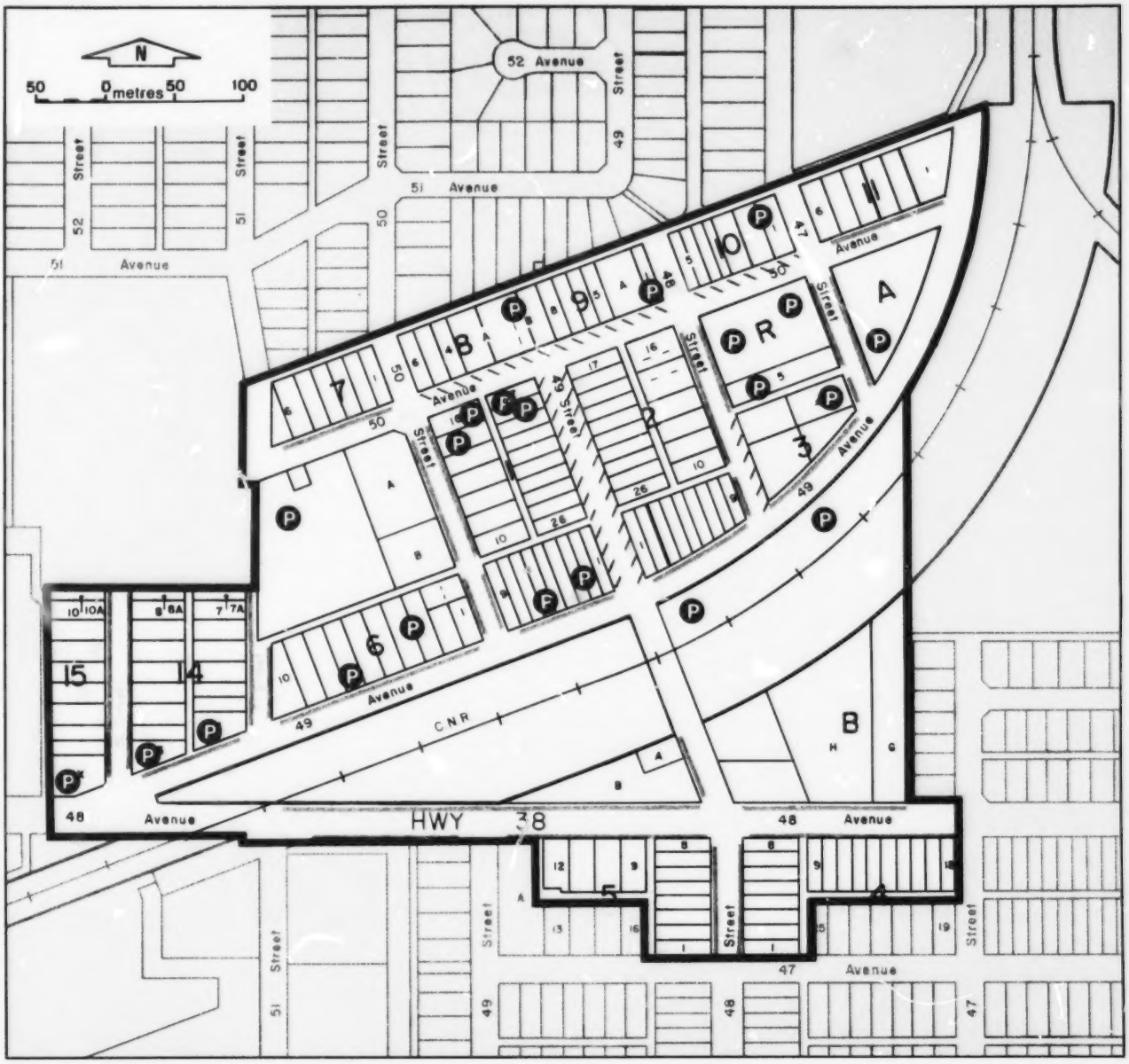
Edmonton Metropolitan Regional Planning Commission

Temporary parking in the lane north of 49th Avenue and use of a small overflow parking area on Canadian National Railway lands helps to alleviate peak hour parking problems along 49th Avenue east of 49th Street. No major parking problems have been associated with large vehicle parking as trucks, tractor-trailers and buses may park only on the Canadian National Railway property.

Redwater's on-street parking stalls, located throughout the downtown area, will adequately meet immediate future parking requirements for the business community. Map 7 - Parking, illustrates the location of off-street parking areas in the Downtown. It also indicates the type of on-street parking along the roadways.

PEDESTRIAN CIRCULATION

The movement of people is a major concern in downtown planning. In Redwater's Downtown, pedestrian activity is concentrated on 49th Street (Main Street) between 49th Avenue and 50th Avenue. There is little pedestrian movement on other downtown streets although there are sidewalks adjacent to all roadways and they are generally in good condition.



PARKING

- (P) Off Street
- ——— On Street Parallel
- \\\ On Street Angle

Edmonton Metropolitan Regional Planning Commission

Most pedestrian movement is between parked vehicles and nearby commercial establishments. Redwater's dispersed downtown area discourages "one-stop" shopping whereby a customer, parking at one location, easily accesses several shopping areas. The lack of concentrated retail facilities, the physical separation created by the railway lands and Highway 38 and the distance from residential areas all help contribute to reducing the amount of pedestrian movement in the downtown area (Figure 9).

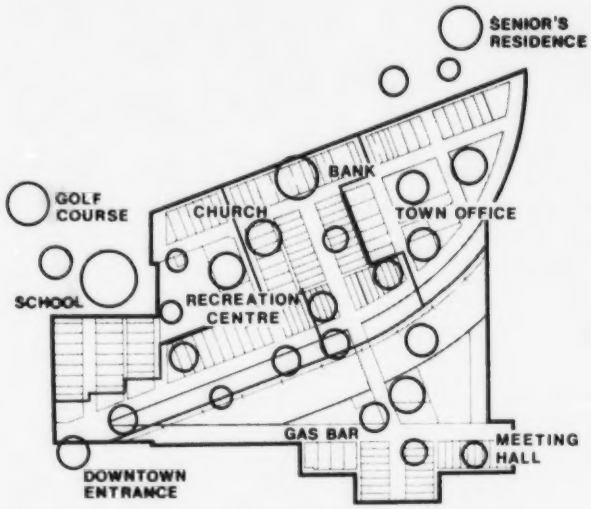
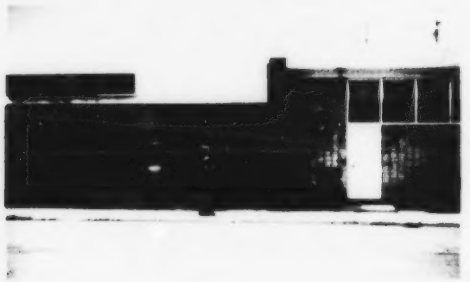


FIGURE 9: PEDESTRIAN DESTINATIONS

Furthermore, existing commercial buildings, with minimal store front displays, lack of landscaping and building design which is not sensitive to the pedestrian, do not contribute to a pleasant pedestrian/shopping environment.



The only potential pedestrian-vehicular conflict area is 48th Avenue (Highway 38) which is heavily used by traffic and which has a limited right-of-way, no sidewalks and no established pedestrian crossings.

It is the goal of the Downtown Plan to create an attractive and interesting environment which will draw people to the downtown area and encourage them to spend time there. Improvements made by the business community to their premises and joint efforts by the business sector and the Town to increase pedestrian activities and events will help to generate greater use of the Downtown.

3.2 Policies

3.2.1 The Town shall endeavour to ensure safe and efficient vehicular access to the downtown from other parts of the community and the surrounding rural area.

3.2.2 The Town shall maintain 49th Street as the primary street in the downtown, to serve as an entranceway to the Central Business District and to provide access to adjacent businesses.

3.2.3 The Town shall provide for an efficient, safe and integrated flow of vehicular and pedestrian traffic along the streets in the Downtown area.

3.2.4 The Town shall continue to work with Alberta Transportation to minimize potential problems with Highway 38 in its dual function as a provincial highway and a major arterial roadway in the Downtown.

3.2.5 The Town will give consideration to requiring new Central Business District development to meet on-site parking requirements by providing needed space at the rear of the building rather than at the front.

3.2.6 The Town, in co-operation with other agencies and groups, shall ensure that Town identification and information signage is maintained and improved.

3.3 Actions

3.3.1 The Town will continue to monitor the impact of Highway 38 traffic on the Downtown and to inform Alberta Transportation of changes, problems or new developments which could affect Highway 38.

3.3.2 Council will continue to work with Alberta Transportation to minimize conflicts between development requirements and highway requirements with respect to access points, pedestrian crossings, turning movements on Highway 38 at the 49th Avenue and 49th Street intersections.

3.3.3 Council will review the Land Use By-law regarding downtown parking requirements and their effect upon business development and expansion. The areas to be examined include:

(a) the number of parking stalls required for various types of developments and activities;

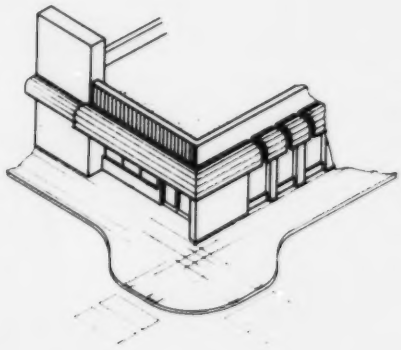
(b) the concept of "pooled" parking;

(c) the inclusion of available on-street parking in the total parking requirements; and

(d) the development of guidelines for parking lot locations, buffering and landscaping.

3.3.4 Council may consider the purchase and development of municipal off-street parking areas in conjunction with any planned redevelopment of the open space area north of the railway tracks, between 49th Street and 52nd Street.

3.3.5 The Town may consider, as part of downtown improvement strategy, pedestrian safety features such as flared curbs, additional crosswalk markings and the installation of pedestrian warning signs and signals.



3.3.6 The Town should continue with a program of sidewalk construction and/or repair for the downtown area, with particular emphasis on:

(a) the west side of 49th Street from 50th Avenue to 49th Avenue;

(b) the southside of 48th Avenue from 50th Street to 47th Street;

(c) both sides of 47th Street and 50th Street; and

(d) the west side of 49th Street from 49th Avenue to 47th Avenue.

3.3.7 The Town should facilitate pedestrian movement in the downtown by providing:

(a) curb cuts to assist stroller and cart movement, the handicapped and the elderly;

(b) mid-street crosswalks and flared curbs;

(c) small, interesting pedestrian-oriented street spaces.

(d) physical and visual linkages between downtown areas such as the school, the main entranceways, the proposed new Civic Centre at Redwater Plaza, the Legion, St. Clares Church and the public open spaces (Figure 10). This may be done through the use of: (i) (i) directional and information signs; (ii) uniform paving materials and streetlight standards; (iii) a common street furniture design and hard and soft landscape materials.

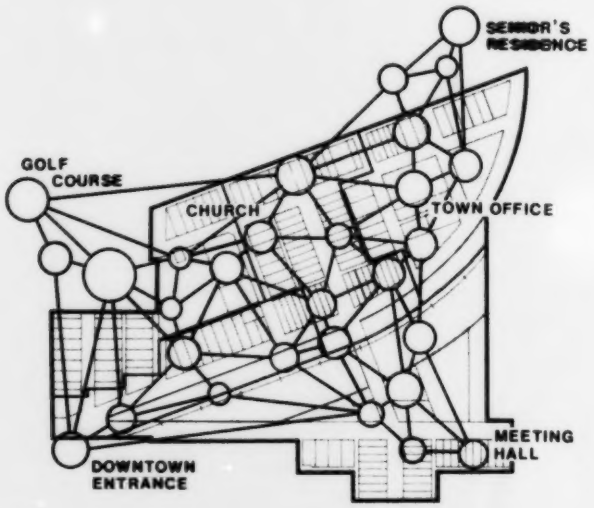


FIGURE 10: PEDESTRIAN NETWORK

These actions should be done in accordance with the principles detailed in Section 5.0 - Urban Design.

4.0 UTILITY SERVICES

4.1 Introduction

Utility servicing is an important component in Downtown expansion and redevelopment. Redevelopment will be affected by existing water, sanitary sewer and storm water system capacity, while expansion will be affected by the potential for upgrading and extending the utility infrastructure. Map 8 - Municipal Services details the water and sanitary sewer networks in the downtown area.

The Town of Redwater is a member of the Capital Region North East Water Services Commission. Since 1970, Redwater has been supplied with treated City of Edmonton water via the regional supply line. With a current design capacity for 5000 people, the regional line ensures a water supply for an additional 2970 future Town residents. As well, it provides an adequate water supply and sufficient fire flow (pumping capacity) for all foreseeable downtown development.

The capacity of the Town's existing sewage treatment and disposal facilities is approximately 3000 people. This is sufficient to meet projected needs to the turn of the century and beyond.

The Town's stormwater drainage facilities consist of drainage swales, ditches, culverts and several short sections of storm sewers, all of which discharge into nearby sloughs and then into the Redwater River. The planning and gradual implementation of a comprehensive drainage system is required to accommodate new development and to keep pace with the growth of the Town over the longer planning period.

Utility servicing constraints will, to some extent, determine the potential for downtown expansion. The costs associated with upgrading and extending the utility infrastructure, in particular the expansion of sewage treatment facilities, will have to be carefully monitored and addressed by the Town. Any major new development proposals, both in and outside the downtown area, will have to be carefully assessed in terms of potential servicing impacts.

The following policies and actions have been developed for the Plan's goal of ensuring that new development can be accommodated with adequate utility servicing.

4.2 Policies

4.2.1 The Town shall monitor the demand for increased utility services in the Downtown.

4.2.2 The Town shall ensure that future commercial developments conform with the Town's overall program for extending and upgrading the utility infrastructure.

4.2.3 The Town shall upgrade the existing sewage treatment and disposal facilities.

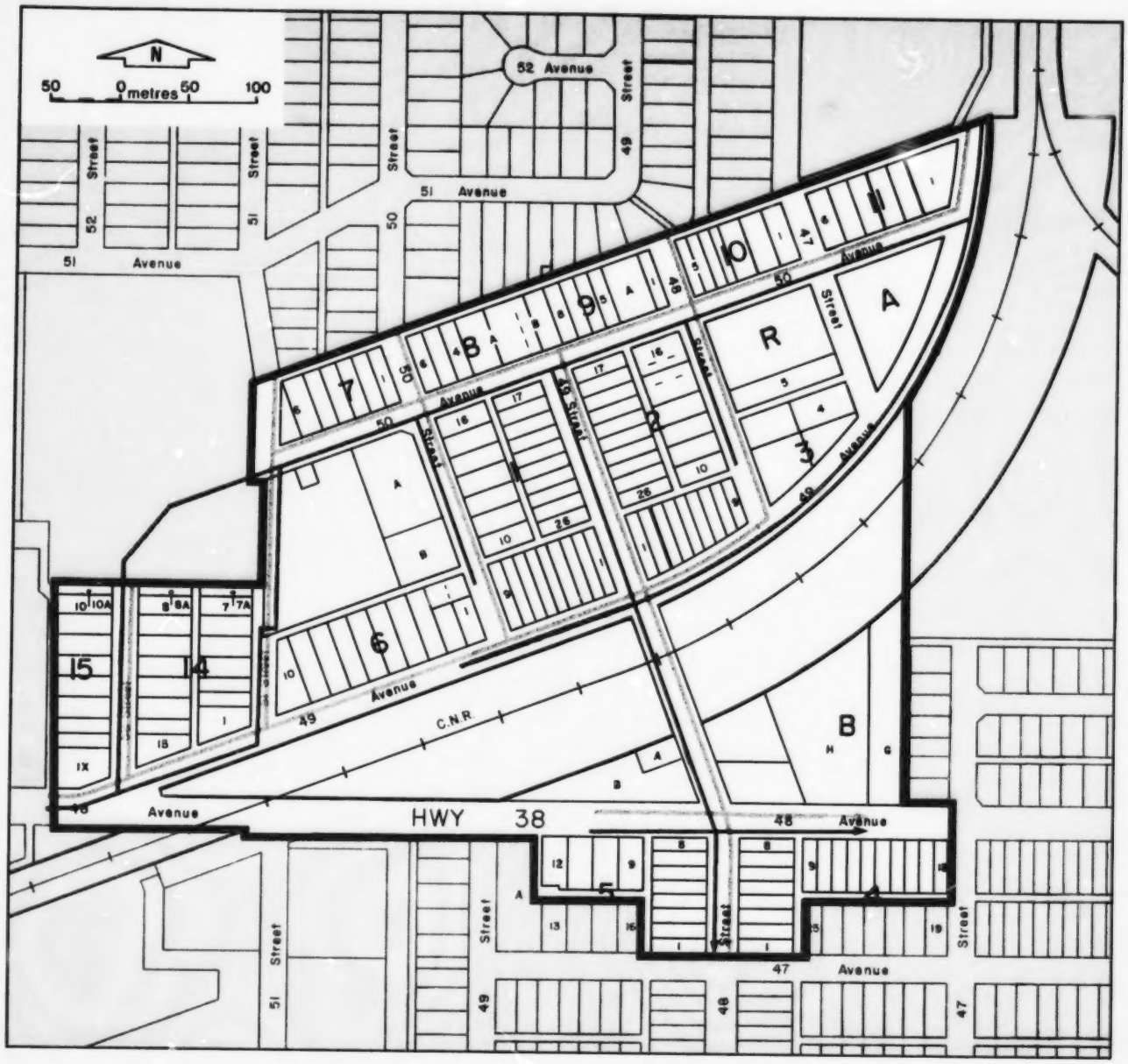
4.3 Actions

4.3.1 The Town will continue to follow the recommendations of the Town of Redwater - Municipal Servicing Report, 1980.

4.3.2 The Town will undertake a continuous review of the water and sanitary sewer service in the downtown to enable it to schedule improvements, determine the method of financing and allocate improvement costs between the public and private sector.

4.3.3 The Town will ensure that utilities installed to service new development be in accordance with Town standards and also with the requirements of the utility companies.

4.3.4 In order to schedule improvements to the sewage treatment facility to meet servicing demands, the Town should undertake a preliminary engineering study to determine the necessity for upgrading and the financial implications involved in such improvements.



MUNICIPAL SERVICES

Waterworks

Sanitary Sewer

Edmonton Metropolitan Regional Planning Commission

5.0 URBAN DESIGN

5.1 Introduction

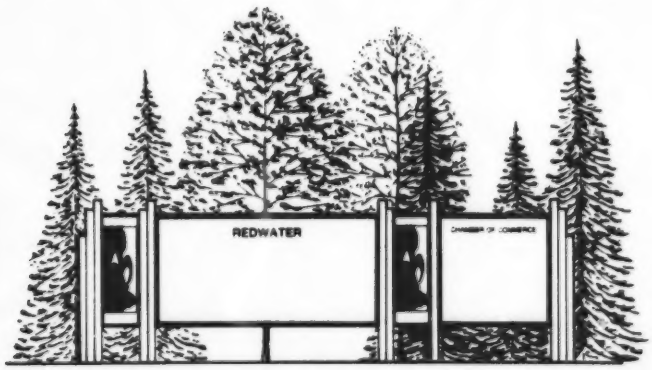
Redwater has a very extensive yet distinct downtown area around which the community has developed and expanded. The Downtown is multi-functional in that it provides a variety of activities and services for the community and for the surrounding region - retail, commercial, employment, entertainment, financial, educational and recreational. In order for the downtown to retain and expand its primary and traditional role as the centre of town, it must remain a viable and essential part of the community.

Downtown Redwater is comprised of a number of small, compact areas which have somewhat differing structures and functions but which are, nevertheless, integral parts of the greater business district. These sub-areas have been discussed in greater detail in Section 2.0 - Land Use. It is important that these smaller areas not be isolated and allowed to develop separately but that they be integrated in a sensitive manner which will benefit, not only the Downtown, but the entire community.

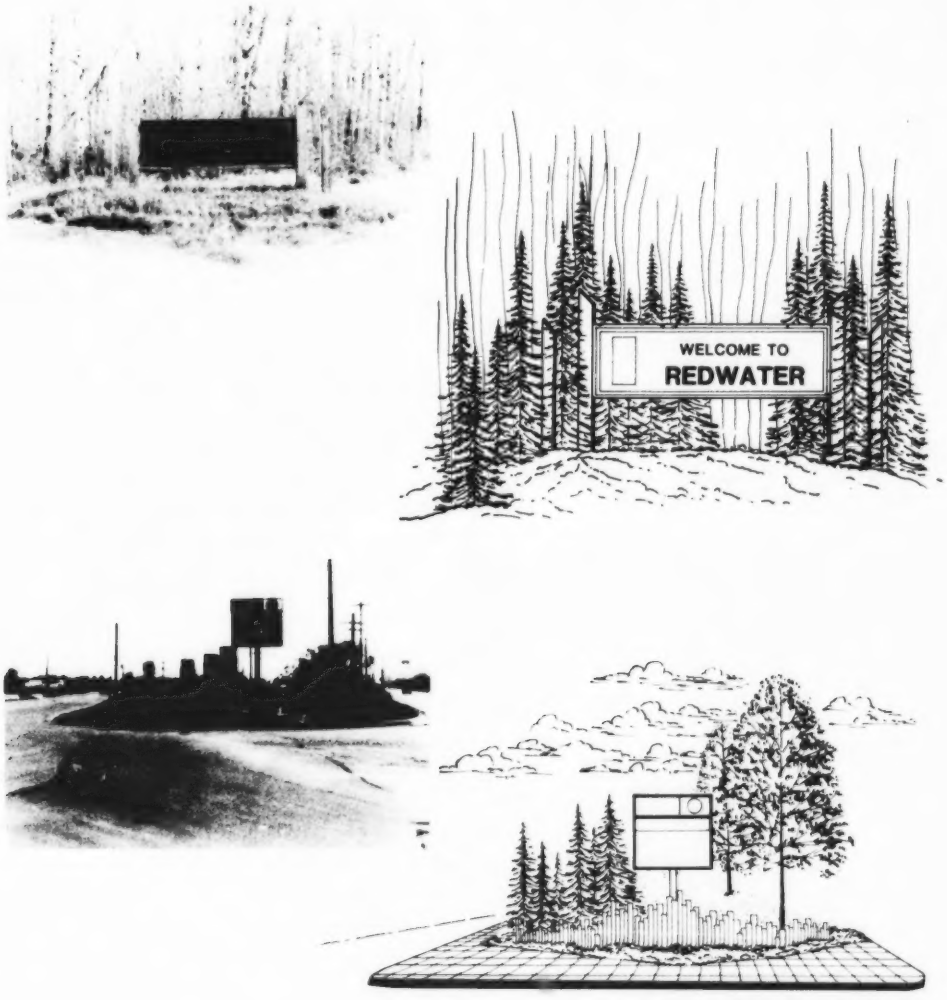
The visual appearance and physical structure of the Downtown area can help to create an atmosphere which attracts people, activities and business. The existing streetscape must be evaluated and both positive and negative features identified. The urban design guidelines of the Urban Design background report indicate how the positive features can be accentuated and negative features minimized or improved.

A number of significant design features and considerations can be implemented to improve the importance and appeal of the Downtown area. These include:

(a) improving the "visibility" of the Town at a number of entrance points - on Highway 28, the intersection at Highway 38 and 58th Street, the intersection of 48th Avenue (Highway 38) and 49th Street and the intersection of 48th Avenue (Highway 38) and 49th Avenue;



HIGHWAY 28 REST STOP



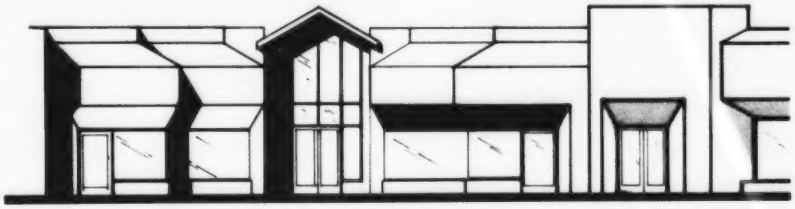
COMMUNITY EVENTS SIGN

(b) developing interesting gathering and socializing places at key points within the existing physical structure of the Downtown area;

(c) co-ordinating building development to create harmony and continuity in the streetscape with respect to siting, mass, form, building materials, window space, entrances and signage;

(d) improving and enhancing pedestrian areas through the provision of distinctive sidewalk surfacing, flared street corners, new street lighting and the creation of points of interest;

(e) encouraging new buildings and site improvements to be of a high quality contemporary design, utilizing durable materials such as brick, concrete, metal and stone.



The Downtown area is an important component of the community structure of Redwater. Its success and prosperity are important to the well-being of the whole community. Thus, the following policies and actions have been developed in order to ensure that the Downtown retains its role and prominence as the centre of commercial and business activity within the community.

5.2 Policies

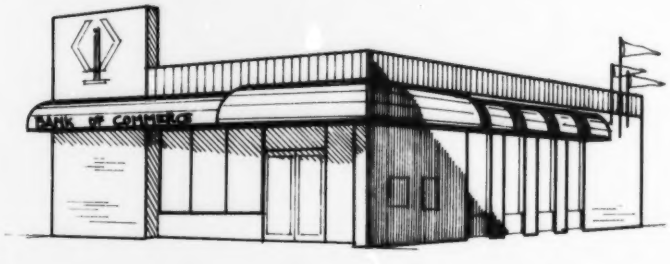
5.2.1 The Town shall work with other governmental agencies, the business community, civic groups and individuals and service organizations to improve and enhance the quality of downtown design.

5.2.2 The Town shall ensure that all new development proposals in the downtown area are compatible with the design principles for the Downtown.

5.2.3 The Town, with the assistance and co-operation of other agencies, shall endeavour to improve and enhance its identification signage at key entrance points.

5.2.4 The Town, in conjunction with public and private groups and organizations, shall co-operate and lend assistance in the planning, enhancement and development of downtown public spaces for the benefit of the community.

5.2.5 The Town shall encourage landowners to improve their properties through the use of co-ordinated design amenities such as awnings, building materials, signage and color schemes.



Bank of Commerce

5.2.6 The Town shall take an active role in downtown revitalization by undertaking improvements in areas of public jurisdiction - sidewalks, lighting, public lands, civic offices, street enhancements.

5.2.7 The Town shall encourage and promote the development and incorporation of pedestrian spaces into the Downtown streetscape, such spaces to respect local character and climate.

5.2.8 Although it recognizes the existence of the various Downtown sub-areas, the Town shall endeavour to encourage streetscape development so that the entire Downtown has a unified appearance.

5.2.9 Because of the influence of adjacent land uses (the school, recreation area, Senior Citizens' residence) on downtown use and development, the Town recognizes and shall encourage their link with the Downtown through an extension of design principles and practices such as walkway treatment, lighting schemes, landscaping and pedestrian nodes and spaces.

5.2.10 Council should encourage owners of vacant land to keep their properties free of debris, weeds and long grass.

5.2.11 Council should encourage owners of vacant, but structurally sound buildings, to maintain them in a reasonable state of upkeep and repair.

5.2.12 Council will encourage owners of vacant buildings which are structurally damaged and/or functionally obsolete to consider their removal.

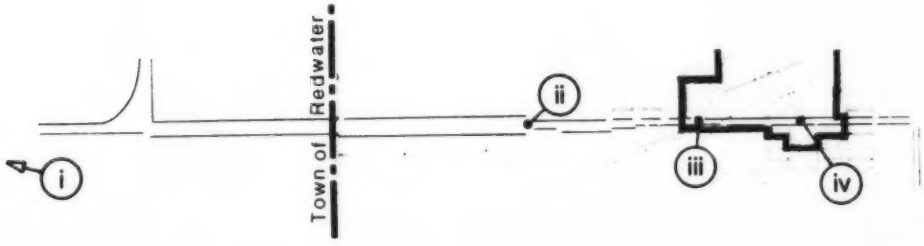
5.2.13 Council should encourage owners of highway commercial property to keep their properties free of debris and restrict outdoor storage space to locations which are appropriately screened and buffered from the travelling public.

5.3 Actions

5.3.1 In conjunction with other interested parties and appropriate officials, the Town should develop a strategy for enhancing the entrance points to the Town. This would include:

(a) priorizing the four following locations with regard to development and/or improvement:

(i) Highway 28,
(ii) Highway 38/58 Street intersection,
(iii) 48 Avenue/49 Avenue intersection,
(iv) 48 Avenue/49 Street intersection;



(b) negotiating with Alberta Transportation regarding signage on Highway 28 to determine a location, type of sign, message, landscape treatment and site amenities;

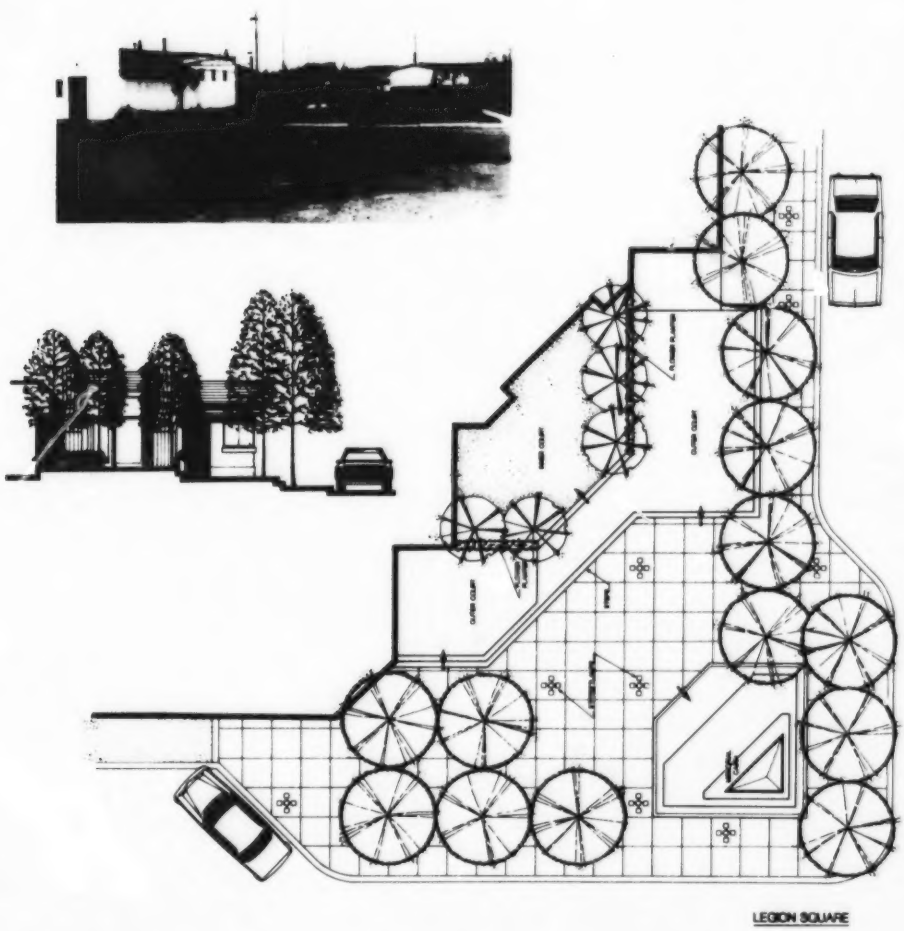
(c) preparing site plans for each of these locations and establishing a program of staged development.

5.3.2 The Downtown Plan Committee has identified three priority areas for site, streetscape and pedestrian improvements:

(a) the railway lands south of 49th Avenue;

(b) the T-intersection at 49th Street and 50th Avenue; and

(c) the northwest corner of 47th Street and 50th Avenue, adjacent to the Legion property.



LEGION SQUARE

The Town should support the improvement of these areas and work jointly with business and community groups and organizations to plan, fund, construct and maintain these major points of interest.

5.3.3 The Town will review all new development proposals with the purpose of maintaining the existing downtown structural character in terms of building mass, height, scale, form and materials. The design principles in the Urban Design background report should be followed in order to create a single, integrated downtown unit.

BUILDING ELEVATION
MAIN STREET - WEST SIDE

5.3.4 Council should establish appropriate guidelines with respect to preferred building siting, orientation, sidewalk setback and exterior treatment, such as windows, doorways, awnings, signage, materials and colors.

5.3.5 The Town, in co-operation with citizens and the business community, should undertake a plan of street upgrading and beautification. This is to include:

(a) determination of a sidewalk surface design and the encouragement of its use throughout the downtown area;

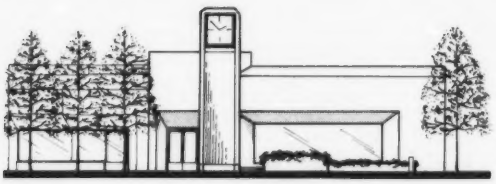
(b) a program for the replacement of existing wooden streetlight standards and the introduction of a more appropriate and distinctive lighting system;

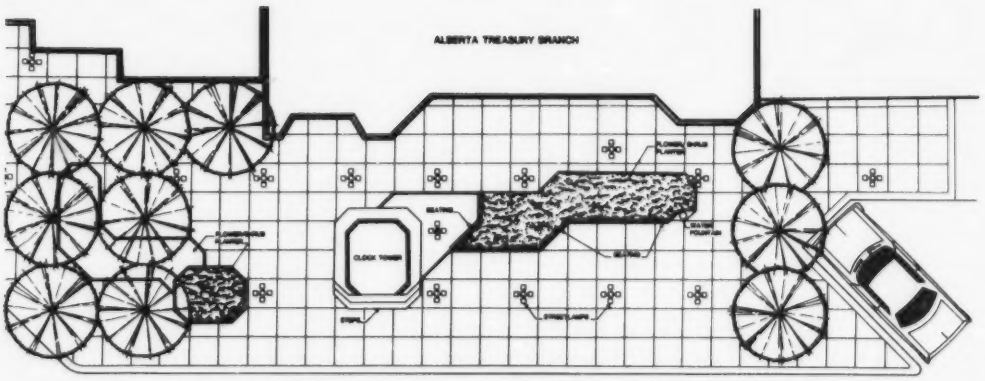
(c) the flaring of street corners to improve pedestrian circulation and safety;

(d) a program to enhance vacant properties by integrating their front portions into the street in order to maintain a continuous and interesting streetscape;

(e) determining a design for street furnishings and, developing and co-ordinating a program of acquisition and placement.

5.3.6 The Town will establish a Downtown "focal point" at the intersection of 49th Street and 50th Avenue. Emphasis will be on the development of a distinctive landscaped outdoor pedestrian space adjacent to the Alberta Treasury Branch.





TREASURY JUNCTION

5.3.7 The Town shall encourage the establishment of a cultural/civic/recreational centre on the Canadian National Railway lands north of the tracks, between 49th Street and 52nd Street. This downtown activity area could serve as a site for a permanent public market place, civic functions, leisure activities, concerts, festivals and other similar activities.

5.3.8 The Town will continue to work with the Edmonton Metropolitan Regional Planning Commission in order to determine, clarify or detail pertinent matters which may influence or affect the Downtown design strategy.

6.0 ORGANIZATION

6.1 Introduction

Organization is a key element in any successful downtown revitalization programme. The more visible aspects of revitalization, such as streetscape improvements and the establishment of new businesses, are almost always the result of hard work guided by an efficient and effective organizational structure. The best ideas and policies will not be fulfilled unless:

(a) a person or committee is able to initiate, co-ordinate and direct the many aspects of downtown improvement; and

(b) all affected parties are willing and able to implement the necessary policies and actions.

In larger communities, a downtown implementation committee is usually formed to oversee the implementation of a Downtown Plan. In smaller communities, where human resources are limited, the responsibility often becomes the responsibility of an existing organization. Of the existing organizations in Redwater which could co-ordinate downtown revitalization activities, either the Downtown Plan Committee or the recently formed Chamber of Commerce may be in the best position to take on this role.

Many areas of concern are addressed in this Plan. Land use control and growth management will continue to be the responsibility of Council, with the Town's Administration providing information, assistance and enforcement. Public property, such as open space, roads and sidewalks, is maintained by the Town's Public Works Department. Promotion at the downtown or community level may be directed by the Chamber of Commerce. Promotion at the individual business level remains responsibility of each business. Improvement of the streetscape and downtown environment must be a co-operative effort undertaken by the business community, the Town, community groups and organizations (especially those with facilities in the Downtown), and individual residents who live or rent premises in this area.

Economic development is an important and specialized function which most communities find best managed by an Economic Development Committee. This committee, working in co-operation with Council, the administration and the business community, is usually responsible for:

(a) establishing economic goals and objectives for the municipality;

(b) formulating and implementing an economic development strategy.

Downtown revitalization depends upon more than just ideas and enthusiasm. It requires civic leadership, good organization, the co-operation of local interest groups, effective communication and a program that relies upon local expertise, resources and traditions.

6.2 Policies

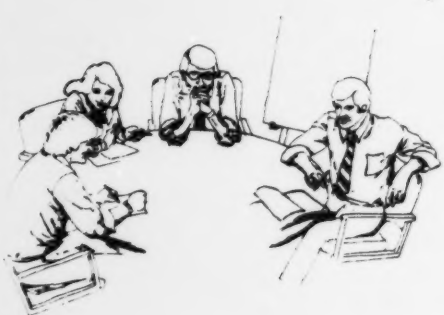
6.2.1 Council, with the assistance of the Chamber of Commerce and other appropriate organizations and drawing upon local strengths and resources, should develop a co-ordinated approach to Downtown improvements.

6.2.2 The Town shall co-operate with the business community, service organizations, cultural groups and public institutions in the implementation of Downtown policies and actions.

6.2.3 The Town shall seek the support of business and community organizations prepared to work together to achieve the goals and objectives of this Plan.

6.3 Actions

6.3.1 Council should establish an Economic Development Committee to prepare and implement an economic development strategy. Council should assist the Economic Development Committee by:



(a) appointing one or more members of Council and a member of the administration as representatives on the Committee;

(b) providing information about the Town of Redwater for the preparation of brochures, information packages and fact sheets;

(c) investigating funding sources and making the necessary applications;

(d) undertaking any other duties deemed appropriate.

6.3.2 Council should ensure that at least one Town Councillor attends Chamber of Commerce meetings.

6.3.3 Council should encourage the Chamber of Commerce to hold regular meetings and to appoint a member of their executive to attend all Council meetings.

6.3.4 Council should encourage the Chamber of Commerce to work closely with the Economic Development Committee in tasks related to:

(a) liaising with local businesses;

(b) seeking the participation of local businesses at local or regional trade fairs;

(c) undertaking tourist promotion events and other marketing initiatives.

6.3.5 The Town, together with the assistance of the Chamber of Commerce, should develop an awareness program to inform and educate about downtown revitalization. This could entail gathering and distributing information from such sources as:

(a) Heritage Canada's Main Street program;

(b) Aberta Economic Development and Trade;

(c) other communities in the local vicinity, the Edmonton region or the province;

(d) the Edmonton Metropolitan Regional Planning Commission.

6.3.6 Council will encourage businesses, community organizations, cultural groups, churches and educational institutions to:

(a) create, organize and participate in community events centered upon a "Ukrainian" theme or other local traditions and interests;

(b) maintain individual facilities as points of interest in the community, for example, the Legion, churches, schools, business premises and recreation facilities;

(c) assist in downtown improvement projects through the donation of funds, materials, time, effort and skills.

6.3.7 Council should encourage all organizations (Town, business and community) to keep each other informed about Downtown events by means of:

(a) a regular newsletter;

(b) formal meetings and workshops;

(c) informal personal contacts and discussions;

(d) inter-organizational representation that is, having the members of various interest groups represented at each others meetings and events.

6.3.8 Members of Council should attend, or the Town should sponsor the attendance of committee chairmen at seminars, workshops, leadership training courses, downtown conferences and business meetings in order to develop, improve and strengthen the leadership qualities of those interested in downtown revitalization.

7.0 BUSINESS DEVELOPMENT

7.1 Introduction

Recent studies have indicated Redwater's retail and service trade sector as being relatively strong. A large proportion of Town residents shop locally and, because of its location in the Edmonton Region, the Town has a relatively large surrounding trade area population, estimated at approximately 1,600 people.

Nevertheless, some goods and services which could be provided locally are not presently available in Redwater. In addition, because of good road connections and changing shopping patterns, Edmonton and Fort Saskatchewan could attract an increasing number of Redwater and surrounding area residents. It is important, therefore, that Redwater's Downtown remain competitive in order to maintain its role as a viable regional service centre and market place.

In order to attract new business and development and, at the same time, retain, improve and encourage existing businesses, a community must develop a detailed economic plan. This should involve the following:

(a) a realistic assessment of the community in terms of existing and potential land use, opportunities and constraints, existing and potential markets, physical and social amenities, existing businesses and current legislation;

(b) iniation of an economic development strategy which establishes goals and objectives, "target" businesses, "target" markets, a business recruitment plan and a promotional campaign;

(c) the implementation of a strategy which includes advertising, providing information through brochures and information packages and contacting potential developers and local business people;

(d) establishing procedures for monitoring, reviewing and updating the economic development plan to take into account the changing conditions in the Province, in the Region and in the community.

The following policies have been formulated in order to assist the community in the process of economic and business development.

7.2 Policies

7.2.1 The Town shall promote the Downtown, and the Town as a whole, at a regional and provincial level to attract new business investment and tourism.

7.2.2 The Town shall work with the existing business community to encourage existing businesses to remain, improve and expand.

7.2.3 Council shall prepare and implement, or assist in the preparation and implementation of, an economic development strategy.

7.2.4 In order to enhance its tourist appeal, the Town will endeavour to develop and encourage the community to establish new attractions and activities to complement those which presently exist.

7.3 Actions

7.3.1 Council should, in conjunction with the Chamber of Commerce and/or an economic development committee, prepare an economic development strategy which includes a short-term and long-term economic plan.

7.3.2 Council, together with the appropriate organizations, should continue to seek information, assistance and guidance from public and private agencies involved in economic development.

7.3.3 Council should continue to work with the Edmonton Metropolitan Regional Planning Commission and Alberta Economic Development and Trade to ensure that information for the Town of Redwater is correct and up-to-date.

7.3.4 Council should prepare, or have prepared, an information package for distribution to potential investors.

7.3.5 The Town should provide potential developers and local entrepreneurs with up-to-date information on the planning processes (subdivision, redistricting, development permits, development appeals, building permits) and development regulations (access, parking, screening, building heights, setbacks, lot coverage, signage, etc.).

7.3.6 Council should meet with individual businessmen and the business community and use the information from the Downtown Business Survey in the preparation of an economic development strategy.

7.3.7 The Town, in conjunction with the Chamber of Commerce and other appropriate organizations, should participate in trade shows and fairs.

7.3.8 Council may consider enacting a by-law permitting the establishment of a Business Revitalization Zone (BRZ), if requested to do so by the business community.

7.3.9 The Town should monitor the results of its business development and/or tourism promotion program(s) in order to assess their effectiveness and to determine strategies for future such undertakings.

8.0 MARKETING

8.1 Introduction

In terms of downtown revitalization, marketing can be undertaken at three levels.

(a) The Community Level

At this level community economic development is emphasized and promoted by Council, the Administration, the Chamber of Commerce or an Economic Development Committee. A promotion strategy is generally designed to attract new investment by providing information on potential markets and improving communication with government and other related agencies. Marketing techniques tend to be quite technical, with an emphasis upon legislation and the collection and distribution of information.

(b) The Downtown Level

Downtown marketing may include promotional efforts by a Business Association/Chamber of Commerce, the establishment of a Business Revitalization Zone (BRZ), the employment of a promotion manager or the appointment of a promotion committee. Efforts at this level are usually directed toward organizing special events, co-ordinating sales events, encouraging co-operation among Downtown businesses and community organizations, providing information and keeping existing and potential users informed about Downtown activities.

(c) The Individual Level

Merchandising involving the merchant promoting his own business is the primary concern at this level. Business promotion is concerned with increasing the profit margin. This is not only limited to advertising but also includes friendly, courteous service, interest in customer relations, convenient operating hours, clean and accessible premises, competitive prices and a good product selection. These are all factors which "promote" a business.

Although a co-ordinated marketing strategy is usually most effective, it will never compensate for high prices, limited product selection, inconvenient and unco-ordinated business hours, poorly maintained premises or poor service.

FIGURE 11: MARKETING STRATEGY

The following policies and actions have been formulated to assist the Town and the business community in the pursuit of a more effective program to attract new business.

8.2 Policies

8.2.1 Council, in conjunction with the Chamber of Commerce and other committees, shall endeavour to attract economic activities to the Town through an effective marketing campaign.

8.2.2 The Town shall actively promote the Downtown, both locally and regionally, in order to strengthen its trading area and increase its market share.

8.2.3 The Town should support local merchants, where possible and practical, in promoting their businesses and the Downtown as a whole.

8.3 Actions

8.3.1 The Town will support a Downtown marketing campaign and encourage participation by all those with an interest in the Downtown.

8.3.2 Council, in conjunction with the Chamber of Commerce, will endeavour to provide information on marketing, merchandising and promotion through speakers, workshops, and assistance from representatives of Alberta Small Business, NAIT, and Grant MacEwan College.

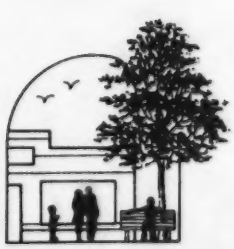
8.3.3 Council, in conjunction with the appropriate committee(s), should attempt to ensure that downtown improvements and promotional events are publicized and advertised in the local media and, if possible, regionally.

8.3.4 Council will encourage businesses and organizations to co-operate in Downtown promotional events.

8.3.5 Council should encourage the business community to co-ordinate opening days, hours of operation, late night shopping, sales events and to co-operate in the referral of customers to other businesses in the community, even if those businesses are competitors.

8.3.6 Council may wish to review those by-law regulations which might unnecessarily hinder promotional displays or events - signs and posters, sidewalk sales, street vendors and entertainers, parking, street closures.

8.3.7 Council may consider investigating the possibility of hiring a full-time or part-time Downtown promotion and special events co-ordinator; if a Business Revitalization Zone were to be established, Council may consider encouraging the member businesses to hire a promotion manager.



Part V
PLAN IMPLEMENTATION

V. IMPLEMENTATION

1.0 Introduction

The implementation of the Downtown Plan is a long term process which requires the continuous commitment, enthusiasm and dedication of the community. Its success depends upon the co-operation of individuals, government agencies and, in particular, Town Council and the business community.

2.0 Priorities and Responsibilities

A number of downtown improvements can be accomplished through private development and funding, with the assistance and co-operation of the Town and the Province. Other aspects of development, such as municipal parking improvements or revisions to the Land Use By-law, can only be carried out by the Town.

Tables 1, 2, 3 and 4 summarize the Downtown Plan's actions and places them in a order of priority. Some planning actions may be quickly and easily implemented while others may involve negotiation, lobbying or a considerable expenditure of time and funds. Nevertheless, all actions are related and work together to support the goals, objectives and policies of this plan.

One of the first priorities should be the adoption of the Plan and revisions to the Land Use By-law to ensure its proper implementation. Review of the Land Use By-law to determine parking requirements, interim uses for vacant properties and the redistricting of specific lots to guide future downtown development are some of the more immediate steps that may be undertaken.

Also, priority should be given to developing and instituting an organizational structure which will oversee and guide downtown revitalization. This is an important step since the format, composition, duties and mandate of such (an) organization(s) will greatly influence the direction and success of any downtown program. In this regard, the Town should provide civic initiative and leadership by actively encouraging and promoting the involvement of all citizens, groups, organizations and business people who have an interest and concern for the future of the community.

In the short to medium term a data inventory of commercial property may begin, as well as work on detailed design guidelines, a landscape plan and the funding to upgrade pedestrian areas. Longer term projects might include sidewalk reconstruction, the replacement of the street lights and the improvement of the Town entrance points.

The co-ordination of Downtown improvement efforts is one of the most important aspects of the implementation process. The tables also list those organizations or persons which may be appropriate for taking the action needed to carry out the various components of this Plan.

3.0 Monitoring and Review

To be successful, the Plan must be flexible, but its objectives should not be compromised. The implementation of the Downtown Plan should be seen as a continuous process which includes revisions, as necessary, to meet Town objectives and changing circumstances. Council should continue to encourage residents and businesses to identify issues and opportunities which may be incorporated into development strategies. Proposed short term actions should be evaluated, in part, for consistency with the Town's overall objectives.

As the Town grows and develops, periodic updating or re-assessment of the Plan may be required to reflect changes in attitudes, conditions and circumstances or to account for other factors which were unforeseen at the time of Plan preparation. However, at some point, normally after a five year period, the Plan should be reviewed to determine if it is still an accurate expression of the Town's wishes and desires.

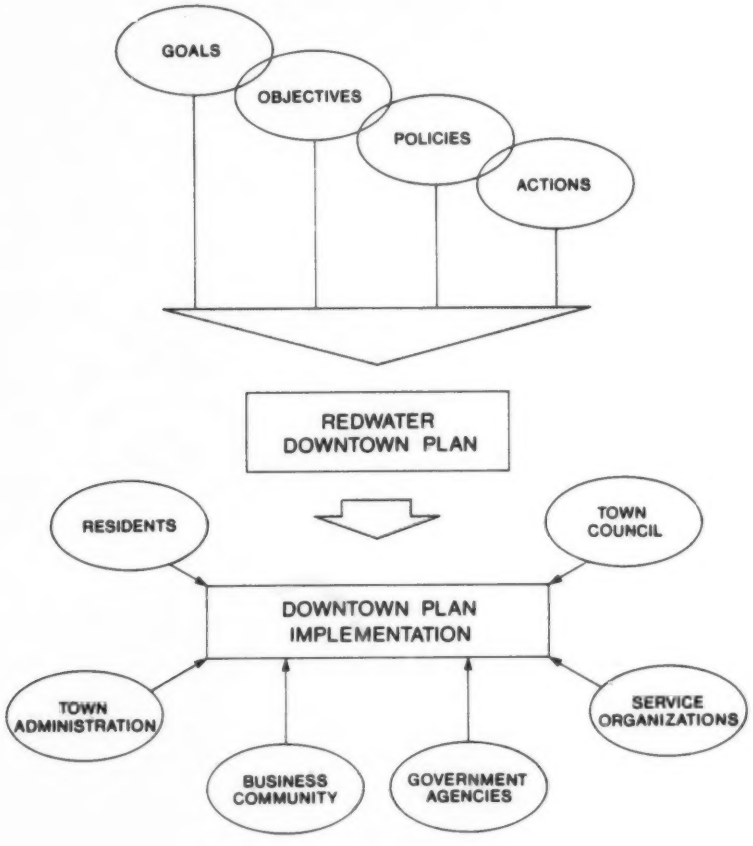


FIGURE 12: PLAN IMPLEMENTATION

TABLE 1 - IMPLEMENTATION
IMMEDIATE ACTIONS (1-3 YEARS)
AND RESPONSIBILITIES

■ PRIMARY RESPONSIBILITY
□ SECONDARY RESPONSIBILITY

ACTION NO.	Note: For detailed wording, refer to report text.	Town Council	Economic Development Committee	Town Administration	Town Planner	Development Officer	Business Association	Community Organizations	Land Owners	Senior Government Agencies
2.2.1 3.3.3 8.3.6	Review the Land Use By-law and all regulations procedures and practices governing the use of land in the Downtown area.	■	□	□	□	□	□			
5.3.1	Enhancing entrance points to Town.	□	□	□	□		□	□		□
5.3.2	Site, streetscape and pedestrian improvements to the three identified priority areas - railway land, T-intersection (49 Street and 50 Avenue), Legion property.	■		□	□		■	■	■	□
5.3.4	Established building design guidelines.	□	□	□	□	□	□			
5.3.5	Undertake a plan of street upgrading and beautification.	■		□	□		□	□	□	
5.3.6	Established a focal point at intersection of 49 Street and 50 Avenue.	■		■			□	□		
6.3.1	Established an Economic Development Committee.	■								
6.3.2	Attendance of a Town councillor at Chamber of Commerce meetings.	■					□			
6.3.3	Have Chamber of Commerce representatives attend Council meetings.	□					■			
6.3.4	Co-operation and co-ordination between Chamber of Commerce and Economic Development Committee on events and promotions.	□	■				■			
6.3.5	Development of downtown information and education program.	□	□	□		□	□			□
6.3.6	Encourage business, community organizations and other groups to organize, fund and participate in downtown events.	□	■	□			■	■		
6.3.7	Information gathering and exchange.	□	■	□	□	□	■	■		
6.3.8	Attendance at workshops, seminars, conferences, business meetings.	■	■			□	■			□
7.3.1	Preparation of an economic development strategy.	■	■	□	□		■			
7.3.3	Liase with various agencies to ensure Town information is up-dated.	■	■	■	■	□	□	□	□	■
7.3.4	Prepare a Town information package for distribution.	□	■	□	□	□	■	□		
7.3.5	Provision of information on the planning process and development regulations.	□	□	■	□	■				
7.3.6	Meet with business community regarding Downtown Business Survey.	■	■	□	□		■	□		□
7.3.7	Participate in trade shows and fairs.	□	■				■	□		
7.3.8	Enactment of a by-law to establish a BRZ.	■	■	□	□		■		■	
8.3.1	Support and encouragement of a downtown promotional program.	□	■	□			■	□		□
8.3.2	Provision of information on merchandising and promotion.	□	■				■			□
8.3.3	Advertize and publicize downtown events and improvements.	□	■	□	□		■	■		□
8.3.5	Co-ordination of business operations - opening days, hours of operation, promotions.	□	■				■			
8.3.7	Hire a downtown promotion and special events co-ordinator.	■	■				■	□	□	

TABLE 2 - IMPLEMENTATION
MEDIUM TERM ACTIONS (4-9 YEARS)
AND RESPONSIBILITIES

■ PRIMARY RESPONSIBILITY
□ SECONDARY RESPONSIBILITY

ACTION NO.	Note: For detailed wording, refer to report text.	Town Council	Economic Development Committee	Town Administration	Town Planner	Development Officer	Business Association	Community Organizations	Land Owners	Senior Government Agencies
3.3.5 3.3.7	Addition of pedestrian improvements and safety features.	■	□	□	□		□	□	□	
4.3.2	Review of water and sanitary sewer requirements in the Downtown.	■		□						■
4.3.4	Preliminary study regarding upgrading of the sewage treatment facility.	■		□						■
5.3.6	Establish a focal point at intersection of 49 Street and 50 Avenue.	■		■			□	□		
5.3.7	Establish a cultural/civic/recreation focal point on CNR lands.	■	■	□	□		■	■	■	□
7.3.8	Enactment of a by-law establishing a BRZ.	■	■	□	□		■		■	

TABLE 3 - IMPLEMENTATION
LONG TERM ACTION (10+ YEARS)
AND RESPONSIBILITY

■ PRIMARY RESPONSIBILITY
□ SECONDARY RESPONSIBILITY

ACTION NO.	Note: for detailed wording, refer to report text.	Town Council	Economic Development Committee	Town Administration	Town Planner	Development Officer	Business Association	Community Organizations	Land Owners	Senior Government Agencies
3.3.4	Purchase and development of municipal off-street parking lots.	■	□	□	□		■	□	■	

TABLE 4 - IMPLEMENTATION
ON-GOING ACTIONS AND RESPONSIBILITIES

■ PRIMARY RESPONSIBILITY
□ SECONDARY RESPONSIBILITY

ACTION NO.	Note: For detailed wording, refer to report text.	Town Council	Economic Development Committee	Town Administration	Town Planner	Development Officer	Business Association	Community Organizations	Land Owners	Senior Government Agencies
3.3.1 3.3.2	Monitor impact of Highway 38 traffic on the Downtown and minimize conflicts with development.	□		■			□			■
3.3.6	Program of sidewalk construction and repair.	■		■			□			□
4.3.1	Follow the recommendations of the Town of Redwater - Municipal Servicing Report, 1980.	■		■						□
4.3.3	Installation of utilities to new development in accordance with accepted standards and requirements.	■		■		□	□			□
5.3.2	Site, streetscape and pedestrian improvements to the three identified priority areas - railway lands, T-intersection (49 Street and 50 Avenue), Legion property.	■		□	□		■	■	■	□
5.3.3	Review of development proposals to maintain downtown structural character.	■	□	■	■	■	□		□	
5.3.5	Undertake a plan of street upgrading and beautification.	■		□	□		□	□	□	
5.3.7	Establish a cultural/civic/recreation focal point on CNR lands.	■	■	□	□		■		■	
5.3.8	Continued liaison with EMRPC regarding downtown design strategy.	■	□	■	■	■	□	□	□	□
6.3.6	Encourage business, community organizations and other group to organize, fund and participate in downtown events.	□	■	□			■	■		
6.3.7	Information gathering and exchange.	□	■	□	□	□	■	■		
6.3.8	Attendance at workshops, seminars, conferences, business meetings.	■	■			□	■			
7.3.2	Seek information and assistance from government and development agencies.	□	■	□			■			
7.3.3	Liaise with various agencies to ensure the Town information is up-dated.	■	■	■	■	□	□	□	□	■
7.3.5	Provision of information on planning process and development regulations.	□	□	■	□	■				
7.3.7	Participate in trade shows and fairs.	□	■				■	□		
7.3.9	Monitor promotion strategies and programs to assess their effectiveness.	□	■	□			■	□		□
8.3.1	Support and encouragement of a downtown promotional program.	□	■	□			■	□		□
8.3.2	Provision of information on merchandising and promotion.	□	■				■			□
8.3.3	Advertise and publicize downtown events and improvements.	□	■	□	□		■	■		□